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GUARD ASSOCIATION WELCOME AT ALLENTOWN

COLONEL E. M. YOUNG

Colonel Young's Cordial Welcome

Colonel E. M. Young, in his characteristic manner, delivered an unusually pleasing address in welcoming the members of the Pennsylvania National Guard Association to Allentown at the opening of the recent convention in that city. Colonel Young more than made good the reputation of Allentown for whole-hearted hospitality.

"It is my present privilege to extend Allentown's greeting and welcome to all of you officers who are attending this convention," he said. "Our city is proud to have you here. Your deliberations and your talks will no doubt be instructive and much can be gained by a get-together of this kind. Don't, however, attempt to take it all too seriously but try to have a little fun on the side.

"I was doubtless selected for this little task because of my brilliant military record, which consisted of serving for four years on Governor Brumbaugh's staff. Governor Sproul for some reason, decided he would not have a military staff, having seen the former one, and, therefore, my military career was cut short.

"A rather amusing incident occurred in the beginning of our participation in the World War and after the training camp had been established here. It was visited by General Gorgas and a Colonel Noble and Colonel Goodwin, of the British Army, who came to inspect the camp. These gentlemen arrived about dinner time and General Trexler invited General Gorgas and Colonel Noble to his home and I invited General Goodwin to my home. The next morning at breakfast my son came down dressed in the uniform of a first lieutenant and the second son came down dressed in the uniform of a sergeant. It gave quite a military atmosphere to the house. On the way to the camp after breakfast, out of a clear sky, Colonel Goodwin turned to me and said, 'Colonel Young, what branch of the service are you in,' I had quite a lot of difficulty in explaining my status to him, and I don't think he got it.

"However, in a more serious way, I have always taken a deep interest in the Guard, due probably to the fact that Allentown, for many years, has been a sort of a military headquarters. We have had men here like Major General O'Neill, General Trexler and Adjutant General Beary and now Colonel Smith, so that for almost fifty years Allentown has been either a Regimental or Brigade Headquarters.

"As a lad at the age of ten I started to take an interest in the Guard. You may all recall that in the year of 1877 there were very serious railroad strikes, beginning at Pittsburgh and extending all the way east. My father was the Mayor and was on General Hartranft's staff. The Fourth Infantry was mobilized here and sent over to Reading. It consisted of six companies, and as contrasted with today, you will probably be amused to have me tell you that one company was the Allentown Continentals with a Continental uniform; the other company at Allentown was the Allen Rifles, who had as a uniform one similar to that worn in the Rebellion; the Easton Grays had a uniform similar to that the Seventh New York then wore for dress; each one of the organizations had a different uniform. As a regiment it was a motley crowd. As they entered Reading they passed through a cut on Seventh Street which was fully thirty feet deep with sidewalks elevated on each side and with a crowd of rioting strikers congregated on these sidewalks. As the regiment passed through this cut the crowds on the sidewalks poured down a rain of brickbats on the soldiers, and when they returned to Allentown, they were a sorry looking sight. Their uniforms were not adapted to service; they came home dirty and torn and bedraggled. The whole inefficiency of the National Guard was demonstrated during that period. General Hartranft was named Major General by his successor, Governor Hoyt who undertook the reorganization of the National Guard.

"There were a number of Major Generals at the time of this strike and a great many Brigadiers; in fact, there were so many officers that it was hard to find an enlisted man. Beginning with the reorganization of the National Guard by Major General Hartranft, the Pennsylvania Militia has grown, and been strengthened and improved each year. It has been demonstrated time and time again that our National Guard of Pennsylvania is outstanding as against any other National Guard in the United States. You may have heard the story about one of the parades in Washington when Pennsylvania sent its entire division of National Guard to an inaugural demonstration. General Sheridan and a lady were sitting in a box watching the parade go by and company after company of Pennsylvania soldiers passed; finally this lady said she was getting tired of seeing nothing but Pennsylvania soldiers and turning to the General said, 'Are there no other soldiers in this parade except those from Pennsylvania?' to which the General replied, 'Yes, but none that are worth a damn.'

"The experiences Pennsylvania had in 1877 led to the building up of the National Guard and instead of it being an organization of 'tin-soldiers' it was made from that date an efficient body of trained men.

"Again I say that Allentown welcomes you all. I think you will enjoy being here. You have a good leader in Colonel Smith and I think he will show you how to have a little fun on the side. I thank you."

Why Some Chaplains Go Wrong

By Captain Henry M. Prentiss, Chaplain 213th C. A., Anti-Aircraft

(Address at recent convention of Pennsylvania National Guard Association at Allentown)

The chant of the ancient potter of Keramos comes to our minds in an estimate of human varieties. "Some must follow and some command, but all are made of the self-same clay." The biologist might declare the human species to be as numerous as the number of mankind, but we are interested rather in the several qualities in the public view. A specialist in such categories would name as a first group the section of society marked and tagged as the "driven." They form a segment in motion under the lash of economic necessity, pull of appetite, will o' the wisp of ambition, keen anxiety to live. They

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GREETINGS:

Nineteen hundred twenty-eight has been a most successful year in the National Guard of Pennsylvania. The appreciation of the people of the Commonwealth has steadily increased. This has been an inspiration to the officers and men. At this beautiful season of the year I want to extend my greetings, and wish all a prosperous Nineteen Hundred Twenty-Nine.

Very sincerely,

EDWARD MARTIN.

excite our compassion when docile; our anxiety when they are turbulent. The excited patriots in the newly-formed America looked with satisfaction and sympathy on the French radicals in 1789-1790, but Napoleon met them with a whiff of grapeshot when they tried to dictate to him. They are the ones who have received little and from whom little is expected. If they escape the jail or the reformatory we are delighted. The second group is the "led." They are not driven but are open to suggestion and drill. They can be mobilized for great causes! The loss of any such aggregation is the cause of decadence of a nation. Spain today is such a political unit. In the fourteenth and fifteenth centuries she exiled and persecuted the Jews and the Moors. The Jews represented commerce, trade, finance, arts and science and the Moors represented agriculture—hence Spain today is composed of the very rich and the very poor. France did likewise in the expulsion of the very efficient group called the Huguenots.

But the third section is the type called "the leadership." Not driven, not led, but the kinetic-dynamic energy; so small that it does not count at the polls or in the census, but very important. It is the type that represents "consciousness of kind." It is represented by the rich man who does not loll upon his riches but gives his time and his energy to his country through the military preparedness in which we are all interested. He may be secure in his social status but that does not prevent his giving himself to his country. It is not at all true that America owes us a living; we very definitely owe it a "life." And that life, if it be found in the status of the leadership class, is an exceedingly potent force in the preservation of this country. And it is thus that I make clear what is the truth relative to some phases of the work in the National Guard of Pennsylvania considered quite important.

Let me as a member of the staff of the 213th Coast Artillery, Pennsylvania National Guard, pay the deepest homage to Colonel Clarence J. Smith, commanding officer of our unit and veteran journalist and civic leader in the Lehigh Valley. And this word of respect and appreciation is not given in an empty gesture but because of certain facts. I have had the pleasure and profit of being in the military game since 1908—starting as a private and serving my time in the New York National Guard, winning promotion as a non-com. During that period observation revealed that the chaplain was in many cases a negligible factor in the life of the regiment. In fact, in the five years in New York, I do not recall having seen the chaplain of the organization, except on Sundays, when we went to church. He conducted a brief service on Sunday but that was all for the week. Was it all his fault? I do not think so.

Since my connection with the forces of this state I could wish no chaplain greater luck than to have had the backing and loyal support which came to me from my colonel, and all along the line. It is quite significant that the colonel who feels that the chaplain is a most useful cog in the regimental machinery creates a similar feeling all along the line. It is so natural to take a tip from the Old Man. If he says, under his breath, "To hell with the chaplain," of course the gang will say the same thing. But, if the colonel desires and understands the meaning of morale, the chaplain is an asset. Of course, some colonels may be so gentle that they would not use "decolette" language and just think of the religious leader of the group as property, for which no accountability need be made, just worn out in the service, possibly expendable like rations, ammunition and second lieutenants.

Chaplains Differ

Of course, this raises the question: Are all chaplains alike? They differ as much as other officers; as bankers, editors, politicians. Some are temperamentally unfitted for the job from every angle. Others need a bit of encouragement; a few need coaching, and some feel that the job is one that requires all their imagination and strength. Hence, with this in view, the commanding officer, given the privilege of selecting his own chaplain, must pick his man with a view to more than merely decorative ideas. The chaplaincy is not just a niche to be filled with a man who has the title of reverend, or father, or rabbi. It is the key position to the morale fabric of the regiment and there are some colonels who have not gotten the right slant on a most important problem. To one man in particular the chaplain is no more than a glorified Y. M. C. A. man.

Actually, the right kind of a chaplain is invaluable as a liaison-officer between the colonel and the men in the ranks; an "ear" by which the Old Man may ease up here and tighten up there; an "eye" to detect mistakes in the making, and a "voice" to build up the "esprit de corps."

How chaplains came into existence—whether they just "growed" like Topsy—if they are like the poor: always with us; or like a railroad washout, "an act of God"—some commanding officers cannot tell.

Restraining Element Needed

It is noteworthy that in the Revolutionary War, the Continental Congress, realizing the need of a restraining element in the army, directed General George Washington to appoint a chaplain to each regiment in the forces. Furthermore, in 1778, we notice that another General Order announces that divine services will be held at each brigade headquarters at 11 A. M. on Sundays and that *all officers of all ranks* will be present with their men. This is not only for their welfare but as an "example" for their enlisted men. But by 1798 the fact and theory of national defense had fallen so low, under the influence of Jefferson's pacifism, that we find only 14,000 men and one chaplain in the Regular Army. Evidently this "one man" must have functioned very well, for we have only one chaplain until in 1837-1838 provision was made for an increase. Changes followed in 1867 and in 1901. In 1920 some real progress was made, as yet incomplete and still laying handicaps upon the chaplain's corps. It is only in recent years that we have had an intelligent concept of what a chaplain's job is.

In some units, particularly during the war, I have seen chaplains acting as mess officers—one got his promotion from first lieutenant to captain by giving the Old Man fine grub—as O. D., as Supply Officers, and in any way that the chief might make use of one who seemingly had nothing to do. But, in reality, the chaplain offers big chances to both the chaplain and the colonel. To the chaplain in the carving of success out of a difficult job and to the colonel in invaluable assistance.

Should Be a "He-Man"

The chaplain must, first of all, be a "he-man" and not an ecclesiastical simp. The valuable training given in the ranks is a start toward knowing both sides of the line. To know the angle of the enlisted man, to feel his reaction, to see the justice or the fallacy of his protests, to encourage him in keen loyalty to his regiment; that is worth all the hikes and thousand-pound packs and latrine digging details that ever came to him as an enlisted man. And to fit with your officers is absolutely demanded. To know when to come and the psychological minute to fade from the picture, is rigidly demanded. I find it perfectly natural and easy to take my liquid refreshment reduced to less than one-half of one per cent and not dilute the general enjoyment of the crowd. To measure up to military regulations and adapt one's self to social requirements is worth its weight in gold. To parade the smile and confine the gloom to the guard house is indispensible. That much for psychological adjustment.

In the terms of the sociologist again, "Consciousness of kind." The chaplain needs "imagination" and cash. God gives him the first and he must find ways and means to get the second. Such funds are absolutely necessary if he is to put out a program. From that fund must come the recreational and athletic features of the camp period. A chaplain without money during the camp period had better stay at home because outside of religious services he can do little in boosting morale. And here is where the colonel who feels for the welfare of his regiment will take the lead and by example aid the chaplain in creating such a fund. In our well-run organization, at the initiative of the colonel, we raised money in various ways. During 1928 we secured it by an assessment of two dollars from every officer and fifty cents from every man. This was paid long before the regiment went to camp at Mt. Gretna. The chaplain is the treasurer and the administrator of this fund and renders an account each year of the expenditures and the balances, if any. Again the cue is taken from the chief and everybody snaps into action. Thus, the chaplain equipped with the God-given "imagination" and with the man-given "cash," is ready to function. If the colonel is lacking in imagination, then the best and most aggressive chaplain in the country would fail.

With the money provided a whole vivid scheme outlines itself like a panorama before the chaplain who is alive. A recreational center, with all of the things that pertain to a place of recreation and amusement; provisions for letter writing with at least ten thousand sheets of stationery and envelopes with the name of the regiment in full type, effectively printed; flowers, chairs, victrola and a piano, electric fans, ferns, books and magazines and a dozen other things of equal importance. It is such a change from the tent or the bararcks. It is the next best thing to home, or the town club, or the recreation room in the Armory.

Value of Athletics

Under athletics the impetus of such a fund is invaluable. The athletic activities of the summer encampment and winter schedule ought not rest entirely upon the chaplain, but rather a strong committee of line officers handle this phase. But from the chaplain's fund should come the money to put this into effect. Some commanding officers realize the value of athletics in getting and keeping recruits. It is the finest drawing card in the nation today. The prize as a medal or a gift will whet the athletic appetite to a keen edge. And at all athletic affairs the presence of every officer is a requirement for the best results. Not for field and staff and the commander of batteries and companies to disappear like magic, because the most bitter comment of the enlisted personnel is "What the devil do they care for us." It needs only a little of such comment to break the finest morale. And a further word is needed. When the writer was in New York City, in the cotton business, before entering the ministry, a word of a merchant prince

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Major General C. T. O'Neill, P. N. G., ret.

Major General C. T. O'Neill, P. N. G., ret., who maintains an intense interest in all military matters, being a firm believer in national preparedness

stuck in his memory: "The goods on the shelves must be as good as the goods in the window." And if the slogan is played up, that the regiment is going to have heaps of athletics, plenty of play, then in the name of all that is truthful, *keep the pledge with those fellows.* If there is to be no athletics, then keep silent on the theme. Even the worm turns at last! The chaplain can keep the interest in athletics going in the winter time if the units be located close enough geographically. If separated it presents a real problem.

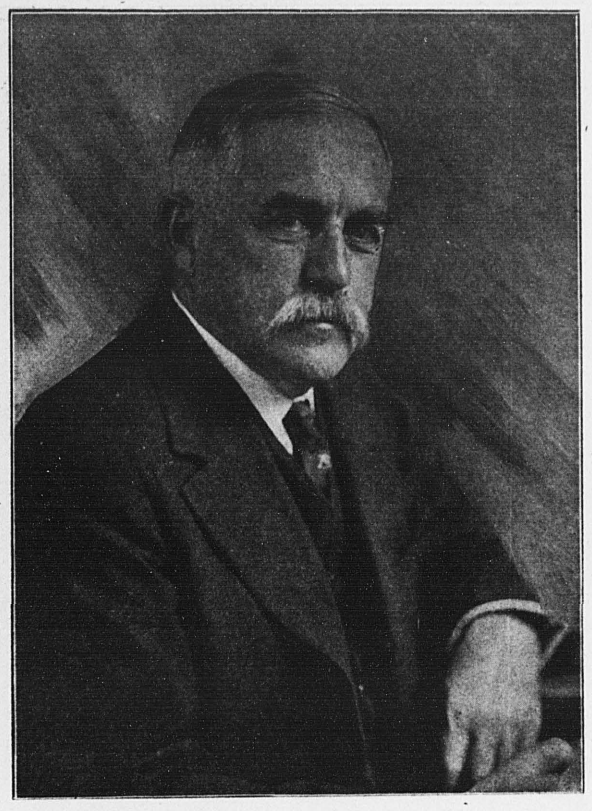
And the period of the year when the regiment is at home stations presents a distinct challenge to a live and wide-awake chaplain. In my humble opinion no man ought to receive appointment as a chaplain in the National Guard of this state or nation unless he has decided opinions relative to preparedness and defense. If he be lukewarm, undecided, indifferent or hostile to the thing nearest our hearts, who have been in the game for years, then let him stay out and keep out. These key positions are not open to men who are upon the fence. No layman, much less a man of the clergy, *can truly love and serve God unless he loves and serves his country. "My country, may she ever be right, but my country, right or wrong."* Thus, there is spread before the chaplaincy a host of opportunities to spread the gospel of preparedness. He must hold some kind of prestige in his local community; in addition he has an office of trust in the service of his state and nation; if his words are true and his ideal correct, then his speeches may be a vehicle for the doctrine of an adequate army and navy! Service clubs, the units of his own regiment, Chambers of Commerce and Boards of Trade, Women's Clubs and the churches are on the hunt for a man with a message, who has the "guts" to deliver it and "rout" the pacifist. To my mind the pacifist is the "rotten spot" in the "apple" of our national "heritage." The great Theodore Roosevelt, whose birthday took place last Saturday, said "Fear God and take your own part." No trick treaties, such as the multilateral joke signed in August will usher in a reign of the millennium. Only the right arm of America will cause us to survive. Grover Cleveland wrote, "The nation that cannot resist aggression is constantly exposed to aggression."

Why Chaplains Go Wrong

Chaplains *can and do go wrong* because of the blindness and ignorance of some commanding officers who do not know an opportunity when they meet it; chaplains *can and do go wrong* because of their own lack of vision and adaptability under any and all circumstances, and chaplains *can and do go wrong* because they have a wishbone instead of a backbone. The privileges are many, the price is high, the rewards are notable.

Napoleon once said: "An army travels on its belly." Rations are important and the secret of both the service club and the pleasure jaunt are unconsciously used in the armed forces when in camp. I refer to the mess hour. Normally the chaplain as a member of the staff eats with the colonel's official family. In fact, one commanding officer in this Pennsylvania National Guard said that he wants all of his family together at mealtime. This desire is praiseworthy, but does the colonel know, and do the chaplains know, that a marvelous chance is being lost; lost not once but over forty times each camp? Let me explain. With the hearty consent of our colonel, to whom I proposed the scheme, I take a meal with a different unit each mess-time in camp. This contact is exceedingly valuable in that the chaplain who may not have continuous contact with his fellow officers during the year, here gets just the chance he seeks and in a friendly, social way may fit more thoroughly into the program of the regiment. He will hear of "talent" that may be used by the athletic officer; "mistaken ideas" that can be squelched at once; "desires" that possibly may be realized; in short, fulfill the idea mentioned a few minutes ago—a "liaison" between chief and unit. This, of course, is practicable only where the regimental mess is not in force.

And finally, in the energy needed to maintain units to full efficiency. The law of 1920, as amended by Section 1, permits County Commissioners to give to motorized National Guard units, having an Armory within the boundaries of the said county, a sum not exceeding $1500.00 per annum. This is not mandatory, merely permissive. Investigation shows that many of the County Commissioners are ignorant of this law but more than agreeable to granting some figure under the sum above named. This fund, reportable by voucher to the County Controller, is placed in the treasury of the local unit and expended by the commanding office of the unit. The writer has found that most progress in this world is partly "nerve" and partly efficiency. Let the chaplain who feels that his job is a vacuum realize that he can get busy on his county officials and make them "come across" if they be blind or careless. If the chaplain will realize the tremendously wide open channels he has in his avocation, he will ask God to lengthen the days to forty-eight hours each; to cut out night; to abolish meals and outlaw sleep.



General Harry C. Trexler

General Harry C. Trexler proved a genial host at the recent Pennsylvania National Guard Association convention at Allentown and entertained a large group of visiting officers at a delightful informal dinner at the Livingston Club.

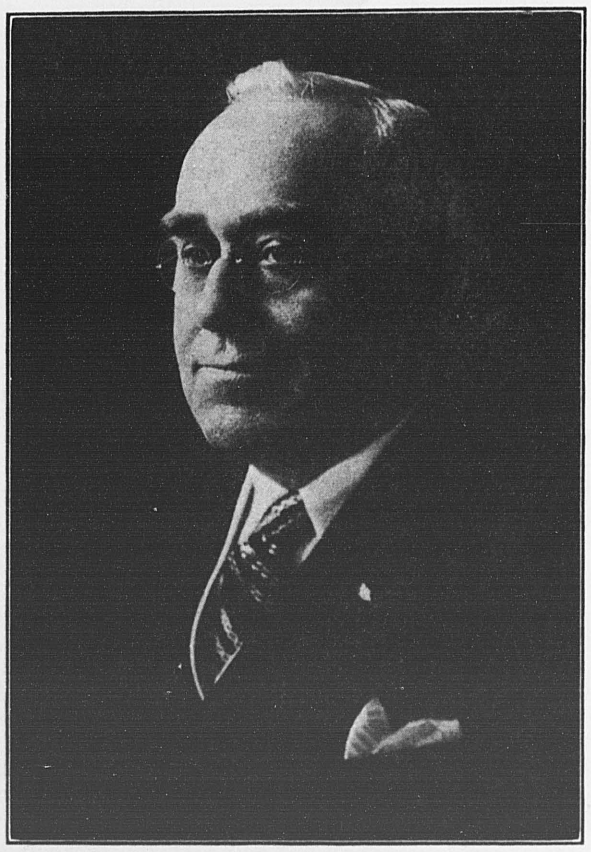
Leadership

By Captain B. R. Dolan, 103d Engineers

(*Address before recent convention of the Pennsylvania National Guard Association at Allentown*)

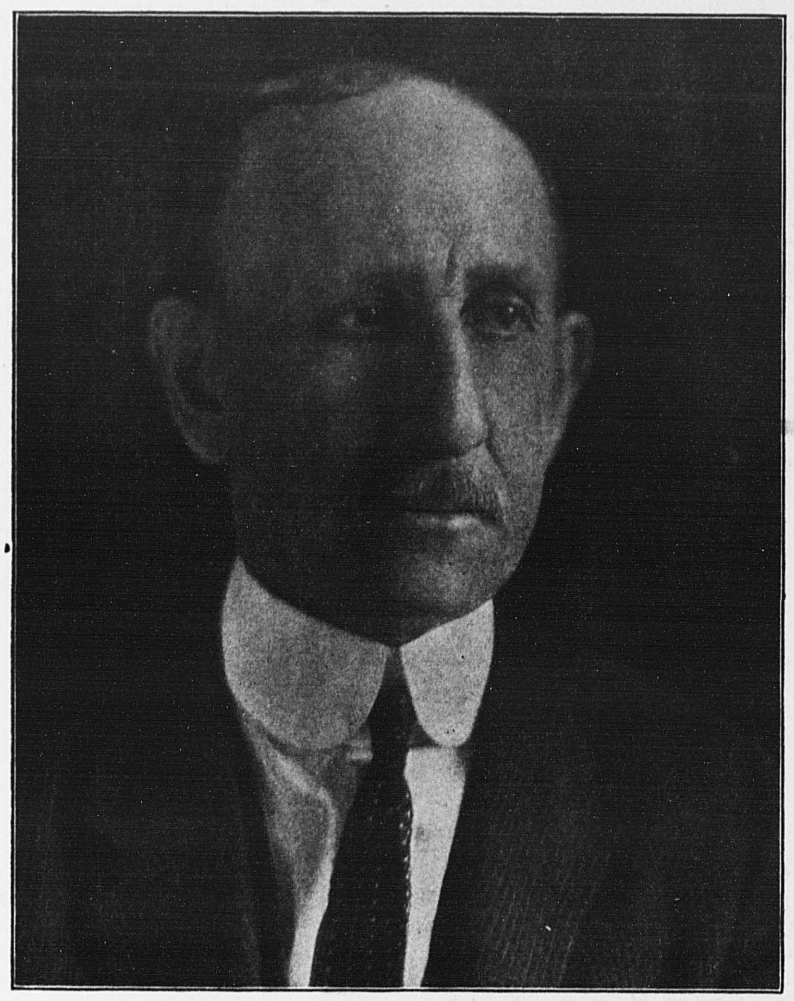
The following short article on the subject mentioned, "Leadership," is one on which many volumes have been written and many lectures and addresses given, so there arises some question as to whether or not we will bring out anything new. Especially does this hold true because of the presence of so many officers both of the regular service and the Guard who know the meaning of leadership as it applies to troops, through their many years of practical experience in garrison during peace time and in the field under war conditions.

It is of war time especially that I would like to speak. We all recognize the fact that troops going into action for the first time have a fairly good



Morris C. Bastian

Morris C. Bastian, of Allentown, who is one of the outstanding figures in the affairs of the Lehigh Valley, was recently chosen as a Presidential elector on the Republican State ticket. Mr. Bastian has for years been personally interested in the welfare of the Pennsylvania National Guard and is now urging a new military post for his home city. He is a close friend of General Harry C. Trexler.



Mayor James M. Yeakle

Mayor James M. Yeakle, of Bethlehem, sponsored the site which the Armory Board has accepted as an artillery post for that city. The structure will also serve as a convention hall and thus prove of great value to Bethlehem. The residents of that city are hopeful that the new Legislature will provide funds to make the military post a reality, as the present housing conditions for the local battery are undesirable.

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idea of the qualities of their leaders, officers and non-commissioned officers alike, gained while they were under training. They do not know, of course, how their leaders are going to act when they come under enemy fire or when the going begins to get rough, and so that is the time when the critical eye of every man in a unit turned toward their leader to see what he is going to do with them and for them to insure success of the work at hand and their preservation, if possible.

What are some of the qualities we should possess then in order that we may instil loyalty into our command, so that when we give the signal, "forward," we will know the company is advancing solidly behind us to certain death for some? Fearlessness, I would say, for one, loyalty, on our own part for another, and the quality of fair and square dealing with men under our command.

Fearlessness is something on which I cannot expound at length. Soldiers are supposed to have it or acquire it. Time and the enemy fire will answer the question definitely. As for the leader, however, he might be next to the most frightened man in the unit but through his sense of responsibility he must carry on. Loyalty is another quality of leadership on which there should be no question, from the standpoint of an officer, at least. Loyalty, without reservations, to his country, to his higher officers and most certainly to his men, shown to them by example, will bring greater and quicker respect for him than all the guardhouses and extra duty in the army.

Square Dealing

Square and fair dealing, mentioned above, is the one thing, I think, that will cause men to rally around an individual, to put their faith and trust in him and follow wherever he goes than anything that could be mentioned. Let us use as an example, the company. The company represents to a degree a family, large, it is true, but containing all of the elements that go to make up home life so far as they can be gotten in the military service, with the company commander as the head. He has more and varied problems with which to contend than the head of any family ever had and if he is going to instill and maintain the loyalty and respect required he must settle those problems in such a manner that his command will bear no ill-will or bad feeling toward him, for he should always keep in mind the first line of the old "I D R": "The purpose of military training is success in battle." Unless a man is a natural enemy to the existing laws of society he cannot but fail to react favorably to fair treatment from those placed over him, and no one knows any better than the enlisted man as to whether or not he is getting a square deal. The men of our companies have us pretty well sized up and if we are known to have given the proper consideration to individuals where it belonged, to have disciplined properly someone who deserved it yet made him see where his offense was wrong, the feeling throughout a unit will soon take root that their company commander can be depended upon. We all know the type of disturbing element that can influence a group to the extent of taking opposite views to that of their leaders and the Army has not been without that type, but where the company commander is known to be impartially fair in his dealings, his men will not listen to this talk and through their own sense of fairness will soon put the disturber in his place.

We might go on and talk at length on this subject and cite many instances of cases where fair-dealing reacted favorably to the interest of the service and to individuals, but time presses, and most of us recognize that without that quality we will not get very far nor be of much success in the military game if we do not apply these principles. We like to know that we can depend on those to whom we look for orders, that if we do something against the regulations we will be called to account for so doing but that we will be made to feel that no injustice has been done. Nothing will destroy loyalty to leadership quicker than where a doubt exists as to what you might expect and the man who can dictate his policies and issue orders impartially with the idea always uppermost that we are all human beings, and cares not who you are or what you are, except that you are an American, is the one who will instill unquestioned loyalty to his leadership and by his example set the standard of character for his unit. At the time when we might be living in trenches half filled with water, when it is cold and raining and food is scarce or none at all, when some of the troops begin to wonder if their work is worth the sacrifice after all, the so-called driver is at a slight disadvantage when the call comes to stand to. But the man who has *led* his troops through their various problems of Army training is the one who will get the more ready response to his orders. Let us remember that whether we be enlisted man or officer we are all serving under one flag and it is through the true qualities of leadership and devotion that the Stars and Stripes have never been struck in defeat, and may they never come down.

Recruiting and Holding the New Soldier

By Captain Charles E. Connor, 107th F. A.

(Address before recent convention of Pennsylvania National Guard Association at Allentown)

Recruiting, then holding, the new soldier—or let me put it in a different way—recruiting and drill attendance.

These are two of the greatest problems that continually confront the unit commander. What I set down hereafter recounts, in a way, merely my own experience as a battery commander, in meeting these two problems. In their study one finds that our ills while alike, sometimes require different methods of cure, so that my solutions may not be yours—but in the main they perhaps promise cures for some of your troubles, and may be of some value to those undertaking this same work.

Whatever may be said of all the unit commander's difficulties (and there are many), I believe the root of every success or failure of a unit is traceable to the methods of recruiting and dirll attendance.

These two subjects, then, are the fundamental factors of the life of the unit; the one, "recruiting," or the means of bringing into the organization the necessary man power; and the other, "drill attendance," or the means used in handling and training the young man and stimulating in him the interest and enthusiasm which causes him to voluntarily attend drill regularly, and put forth his best efforts at all times toward attaining the standard expected of a soldier in the National Guard.

Recruiting

There are many methods and means used in securing recruits, all of which usually spring from the emergency which exists at the time, but I have found that the only real, effective way—the way which causes the new soldier to be a permanent asset—is through the individual efforts of those enlisted men in the unit, not over a period of an intensive recruiting campaign, but a quiet, continual individual effort all the time, to secure the new soldier. I do not recommend intensive recruiting campaigns, which are as a rule made when conditions are at a low ebb, because they serve to gather an inferior type of man, who will enlist for some momentary gain, or during a sudden burst of enthusiasm which dies out as quickly as it started. By this method you will gather young men from sections where they are drifting aimlessly about, or are unsuccessful in securing work, etc. They are ripe for enlistment, because they are looking for some compensation for drill, or a "two weeks' vacation with pay."

What you do want are young men who have work—steady work—who are industrious, and who are willing and able to sacrifice part of their leisure time to play the game of soldiering; so in order to secure this kind of a recruit, you must reach out through your best men, by appealing to them individually.

In the small town where there are few activities to compete with, this plan should be most effective. Here the best boys can readily be drawn in. But in the city, with all its attractions, social and otherwise, it is a little more difficult to stir up this community interest. There are many activities drawing their attention, and the people as a whole deal less generously with you. But if you will strive to imbue your men with that unit enthusiasm and spirit, of good fellowship, sportsmanship and a better understanding of their duties and responsibilities as soldiers and citizens, you will find that this plan will always work and enlistments are then spread over a period of years, which has the added advantage that your losses at any one time will never occur in such a number as to materially affect your strength or efficiency.

A great majority of the men we recruit are under the age of 21, and there we often have the parents to deal with. We always ask the recruit to talk it over with his parents, and if necessary, speak to them ourselves. Our best argument with the parents (and it always brings them around) is that "You will know where your son is on drill nights; he can't get into trouble or mischief at drill; he is in good company, under discipline and the best of care. If he is on the streets at night you know nothing of the associates he will make nor the habits he will form. Military instruction will be to the liking of your son, will develop him physically, mentally and morally, will teach him Americanism, stimulate patriotism and self-discipline, and better qualify him for effective service as an American citizen." We have lost but few with this argument.

Publicity

Publicity is quite a helpful factor in recruiting. Give the new soldier a printed pamphlet telling him just what his enlistment means and just what he may expect. Have him take it home and show it to his associates. We use only a mimeographed letter, addressed "To the New Soldier." The average young American has a hankering for the soldier life, and this letter has been a very successful means of bringing in additional men.

Newspaper publicity is also an important factor. Keep friendly with the newspaper reporter in your district.

Publicity through patriotic societies and business groups often brings results. Secure the co-operation of these and take advantage of every opportunity you have to "sell" them the National Guard, by speaking to them, or offering news items for their publications. These methods of enlighten-

ment are quiet and dignified, yet most effective, and cannot fail to win the attention and support of the public.

Holding the New Soldier—or Drill Attendance

Of all things in the National Guard service which are harmful to the unit, few are equal in proportion to "Absence Without Leave." Here, then, is our old bug-bear—drill attendance.

Before a man is finally accepted, and the oath of enlistment administered to him, we personally explain just what will be expected of him in regard to the time he must spend, which means drill one night each week and fifteen days at a summer encampment. He is told that drill attendance is compulsory—that we enforce it when necessary—and that absence without leave is punishable by fine and imprisonment. He is told that he is enlisting of his own free will, that we believe he is influenced to enlist because he feels an interest in things military, or at least he feels that he will be interested. Many of the new recruits do not appreciate the seriousness of taking the oath of enlistment, so we talk to him about his oath, and tell him it is a binding contract, to be kept just the same as he would keep a civil contract. This talk need not be a sermon, but look the new man squarely in the eye and say these things in a kindly, dignified and impressive manner. You will have then performed your duty, and if perchance he does fail you, you will know it was not because you did not explain matters to him, and you can then feel free to use any or all of the means at your command to bring about the desired drill attendance.

It is the first few months of the soldier's enlistment that the unit commander need be most careful and most patient. Soldiers are of many kinds, and units are made up of many different kinds of men, not only in physique and intelligence, but in temperament. The unit commander who would try to manage the timid, well-meaning fellow by the same means which he would probably have to use in controlling the "tough" one, would have no success. He has a deep interest in winning success for himself and his unit. Instlil in him the fact that he can by his efforts help make his unit the best in the state. One of Napoleon's maxims, "That in war morale is to the physical as three to one," applies here. Arouse in your men the proper spirit of the organization as a collective unit, and they will take pride in helping to keep it in the front.

Have them soldier: Most men like to "soldier," and the more real soldiering they do the better they like it. If a recruit enters an organization with this in mind and subsequently loses his enthusiasm, the fault most frequently lies not with the new man but with the unit commander. The instruction and drill must be so planned and carried on as to keep the interest of the men actively aroused. If your drills are carried on in a haphazard, slipshod manner, the men soon fall into the same manner—they lose interest, and take advantage of the least excuse to be absent, and before you are fully aware of it, the situation has the best of you. Be serious with your drill—insist on it being well done—not only in the preparation of it but in the performance of it. Set a goal and then work towards it; plan your drill schedules so as to arrive at it. The men will work harder when they feel and see that they are making progress toward a definite objective.

In conclusion, then, whatever you do, it matters not how unimportant it may seem, cultivate the habit of doing it well, and with all your might. Almost any officer can operate a unit fairly well, many can do it very well, a few superbly well, but the officer who can through his zeal, energy and enthusiasm stamp everything in his unit with his personality and make it an outstanding organization, is one who will succeed.

Remember this, then, at all times: An organization is not standing still—it is either going forward or backward. Whichever way it is going, is your responsbility.

General Charles H. Muir, who commanded the 28th war-time division, is seen receiving a report from one of his general officers in France

General Muir was the guest of honor at a recent reception tendered him by the citizens of Norristown at the Stewart Memorial Armory, December 14, 1928

Each unit is made up of men possessing many different characteristics, who will call for many different plans of management.

So first study your man; learn something about him—where he works—what he does. The unit commander ought to be able to call by name every man in his organization. Nothing is so discouraging to a soldier, or more belittling to him, than to find that his own captain does not know him by name. Men will do their best work for the officer who shows an interest in them.

Treat them fairly; treat them as you yourself would like to be treated were you in their place. I do not mean that they should be coddled, nor that you should hunt for any cheap popularity by being familiar with them. You can be exacting and require observance of all regulations and orders without irritating, nagging, or worst of all, "bluffing" them. Never "bluff"—I know of nothing the enlisted men get wise to more quickly. They soon learn whether you possess the moral courage to exact from them the proper performance of their duties.

Control your men; men are tools of the military profession. No amount of technical training or technical knowledge on the part of the unit commander can make him truly efficient if he does not possess the power to control his men in such a way as to preserve harmony in the organization and bring out the best efforts of those in his command, and yet have discipline. Now the first and most important lesson in the life of the new soldier is discipline. Without discipline in your organization you have just a "mob."

Pride in belonging to your unit: The best grip the unit commander has on a soldier is in his pride. There is no influence which will hold a soldier as well as pride. Every normal fellow has an earnest desire to do well.

The Mechanics of Instruction

By Captain Henry S. Lawrence, 109th Infantry

(Address before Pennsylvania National Guard Association at recent Allentown convention)

The subject to which I will confine myself, "The Mechanics of Instruction," I believe, has been given as much thought as any other phase of our military work by individual officers responsible for instruction. But I wonder how many of us really do arrive eventually at a definite and feasible plan of instruction such as would pass the acid test of the teaching profession.

I really haven't anything new or original to present to you on this matter, and for several good reasons. The most important of them is that I conscientiously believe that the method agreed upon by the better minds of our service schools and other authorities of merit, will if given the proper care and consideration, result in full and complete realization of the ultimate aim of all. "A complete scheme of instruction, in which all taking part will derive all that it is intended they should."

So that rather than expound some new theory, of which I might not be capable, I shall attempt to demonstrate that if we will but carry out religiously the phases handed down to us we will do much better than we otherwise could.

It has been well said that "One thing is certain, we are constantly at one end of the instructional scheme or the other." In other words, we as officers responsible for the proper training of our commands, whatever they may be, are either receiving instruction or passing it on, and the chief reason for

our receiving instuctions is so that we may pass it on to our respective commands.

The dilemma with which we in the National Guard are today confronted as regards our military education is double-barreled. On one hand we are confronted with the vast and ever increasing fund of information with which we must thoroughly acquaint and train ourselves and our organization if we are to fulfill the mission with which we are entrusted. And on the other hand we are met with the all too short time allotted us to properly train our commands. That there should be an extensive limitation in the number or required hours goes without saying, but in the absence of more time our real problem, then, is to spend the time at our disposal to the best advantage.

The scheme of instruction suggested to us is nothing more or less than the pedagogical methods indulged in from the time of origin of the Science of Teaching down to the present. Any scheme of instruction logically divides itself into four distinct phases: Preparation, Presentation, Application and Testing.

Preparation

Let us assume an ordinary situation: You are to take charge of the instruction in a particular subject. First, of course, we must collect our data, select the desirable points and arrange them to the best advantage. Naturally the obtaining of our instructional matter would be based largely upon our own experience and that of our associates, training regulations, text books and other books of reference. Usually we find that we have assembled much more material than we can conveniently convey to the group. We must then select the most important points and such related points as will bind them together consistent with the particular period of time at our disposal. In other words, we must parallel the styles of our charming girls' apparel of today. That is to say: "Long enough to cover the subject and short enough to be interesting."

This being accomplished we must give our attention to such things as:

(a) The arrangement or order in which the instruction will be given.

(b) What devices or material will be required.

These and similar questions must be considered before we are ready for the *presentation.*

Presentation

Second only to the time at our disposal is the clearness with which we put our subject over. Therefore we must combine clarity with speed. In sub-dividing a presentation, we are told there is the Definition, Explanation and Illustration. Normally in introducing a given thing, it is introduced by some form of definition—a statement of what it is all about—some form of explanation is used to amplify these statements, and an illustration is employed to give the group a finishing picture of the matter in question.

With the definition we indicate the desired direction of thought. The Explanation serves to focus the elements of the matter under discussion in their proper perspective, tells the reasons why and thus makes clarity. "Illustrations" thus is our means for saving time. Demonstrations should play an important part in our instruction. Time should never be wasted on lengthy explanations when an illustration will accomplish the desired result.

Application

The next step in the process is the application of what is being taught. Here we require the group under instruction to do those things concerning which they have received instruction. This stage of instruction should encourage questions on the part of those undergoing instruction. Questions not only serve to clinch the elements of the subject but serve to indicate to the instructor wherein the instruction may have been lacking.

It is not, however, intended to convey the idea that questions and answers are to be made use of during the application step only. On the contrary questions and answers really should be introduced by the instructor at any time when it is believed they will assist in clearing up a doubtful point.

Application, as we all know, means practice and as such should always be under supervision, for if it is not closely supervised many men may form improper ways of executing the details being taught. Colonel McNab once said, "Strapping a rifle on a soldier's back with bandoleers and turning him loose never yet made a qualified shot." So that in reality practice without supervision may develop to be worse than no practice.

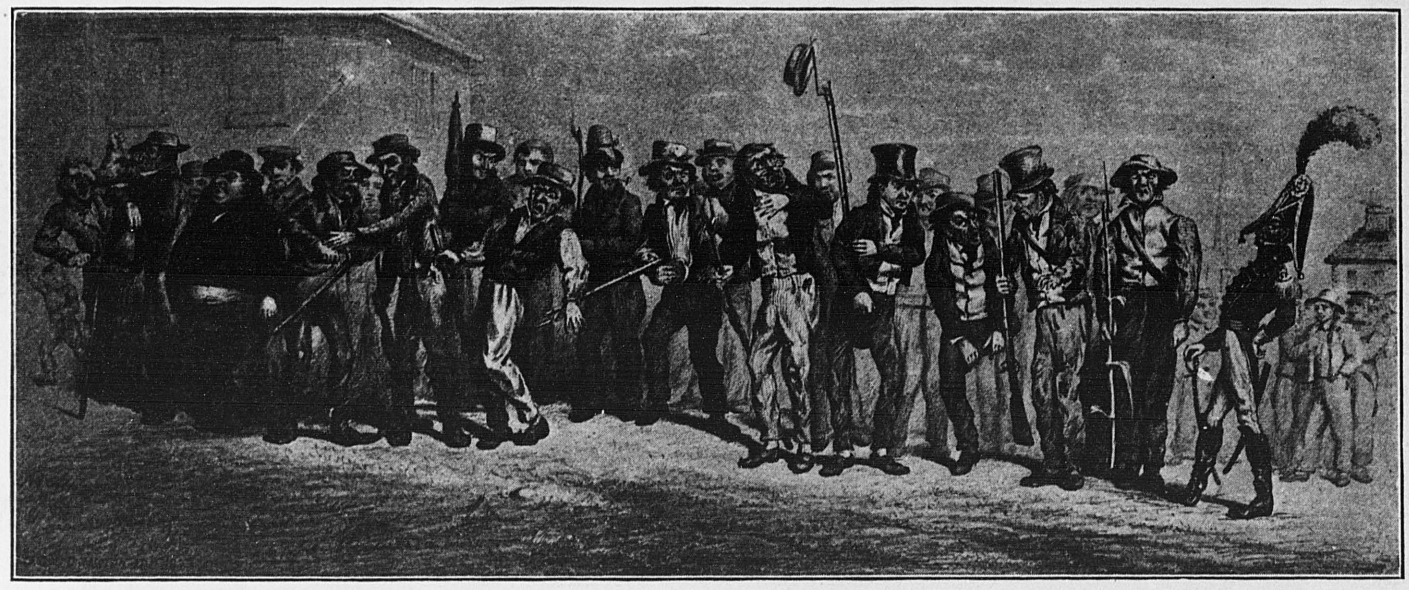
Testing

The next step, that of testing, is as logical as the following day and should be as regular. It is just as much a part of the whole process as any or all of the preceding steps.

Tests should bring out and tie together the vital points so as to leave the individual soldier with a large and better impression of the subject as a whole, than if he had not taken it. Examinations or tests, as we please to call them, have a habit of making a lasting impression on the tested person's mind, if they are conducted in the proper manner. And with this in view, questions comprising a test should be of an essential rather than an incidental nature. They should be so framed as to require good judgment and practical reasoning, rather than catch questions or mere memory work. The form of questions should be unmistakable—not vague, general or ambiguous.

There is no question but that instructional methods such as these will cause more work on the part of the instructor than other and more often used methods. But the results obtained and the satisfaction enjoyed, with the results of well planned and carefully executed methods such as these will more than compensate for the additional time and work involved. And is it not logical that such methods as these should obtain if there is a sincere desire on the part of the instructor to see that the subject under instruction is to be thoroughly put over. I contend that methods such as these, once under way, will help solve two other important things we have to contend with, namely strength and attendance. For if a comprehensive and carefully executed plan of instruction is worked out I believe it will be much easier for us to fill our units with the desired type of men and be the means of influencing a regular attendance on their part.

Today all over the country teams are met on the gridiron struggling for supremacy and the glory of their schools. In the last analysis they are undergoing the acid test. They are being tested in the execution of certain principles which were carefully prepared and presented to them by their respective coaches. After the presentation of these principles much time was consumed in the application of them under the careful and exacting eye of the coach. At last the real test comes and the man who has played the game squarely and to the best of his ability, whether he is on the presenting or receiving end, never regrets the time and effort so well spent.



A rare reprint of the early militia—Muster and Field Day in the year 1830

The Seventh Machine Gun Battaion at the Marne

By Major B. C. Jones, 52d Machine Gun Battalion

(Address before Pennsylvania National Guard Association at recent Allentown convention)

For the data embodied in this talk I am indebted to Captain Houghton, who is now instructor in the automatic arms section at the Cavalry School and who was in the defensive action at Chateau Thierry, the commanding officer of Company A, of the Seventh Machine Gun Battalion.

During the winter of 1917-1918, the German High Command realized that, if it wished to bring the war to a successful conclusion, the final attempt must be made before sufficient American forces could be trained and put into the line to offset the German numerical superiority. Therefore, it was decided that a tremendous thrust should be made between the British and French Armies, as soon as the weather permitted. A break-through here would make it possible to contain the French while the British were being crushed. Then the whole German strength could be used to crush the French.

This thrust was made on March 21st in a southwesterly direction towards Amiens with the object of taking that place and cutting the Paris railroad and breaking communication between the British and French. This offensive was very nearly successful and was only stopped by the Allied General Reserve and the delay in arrival of fresh German divisions.

When the German High Command realized that its attack had been stopped, it decided that, before a rupture between the British and French could be completed, it was necessary to use up or immobilize the Allied General Reserve and thus eliminate the possibility of its interfering a second time. This could be accomplished by destruction or by making the Allies use it in the defense of Paris, or by a combination of both means.

The last method was decided upon and it was further decided to launch an attack towards Paris through the lightly held Chemin des Dames as soon as preparations could be completed. For this attack Von Hindenberg concentrated 42 divisions and 4000 pieces of artillery. At 4 A. M., May 27th, after a short but terrific artillery bombardment, nineteen of these divisions jumped off on a front of twenty-five miles against eight second-class French and three British divisions. By 8 A. M., the French had been pushed back across the Chemin des Dames. At noon, the attack had crossed the Aisne

and by evening, the Vesle. The advance continued on the 28th and on the morning of the 29th Soissons was captured.

During this time Paris was being bombarded by long range artillery and people were beginning to leave the city. General Foch rushed in reinforcements by every possible means. Six divisions were thrown in on the 28th. The Fifth Army, called from General Reserve, was sent to the high ground of Rheims on the east face of the salient forming in the general direction of Chateau Thierry. By the 30th the attack had reached the Marne at Jaulgonne. The Tenth Army, from Reserve on the British Area, was rushed to the west face of the salient. The demoralized remnants of the Sixth Army were crossing the Marne and attempting to hold the south face of the salient.

On the morning of the 30th, General Pershing placed the Second and Third Divisions at the disposal of the Commander-in-Chief and they were ordered to report to the Sixth Army. The Third Division was assigned to the XXXVIII Corps to defend the line of the Marne near Chateau Thierry.

The Third Division had been in France about six weeks, in training in the Aube area near Chaumont. It was scheduled to go to the Vosges for some quiet sector training about June 15th. In fact, the division commander, General Dickman, was on his way to the Vosges for a reconnaissance when the division was turned over to the French.

The Seventh Machine Gun Battalion (divisional, motorized) had been billeted at La-Ferte-sur-Aube for training since April 17th. Hotchkiss machine gun equipment had been received about May 1st and between that time and the 24th every effort had been made by both companies to become proficient with the guns and excellent progress had been made. On May 24th the battalion received its allotment of motor transportation, consisting of six Ford touring cars, fifty-two Ford vans, eight three-ton trucks and about twenty-four motorcycles. The capacity of this transportation was between thirty and forty per cent short of the authorized allowance. Furthermore, sixty per cent of the men who were to drive these machines had to be trained after their receipt. This was accomplished, after a fashion, by working day and night. By the evening of the 29th the train could be put on the road, started and stopped with the loss of only a fender and radiator each time.

Orders to Move

On the morning of May 30th orders were received for the battalion to move immediately to Conde-en-Brie via Troyes, Sezanne, Esternay and Montmirail and report to the commanding general XXXVIII French Corps for orders. The battalion moved out from La-Ferte-sur-Aube at 2.20 P. M. May 30th and arrived at Conde-en-Brie about noon May 31st. During the trip up to this point many of the very much over-loaded Ford vans had passed away and personnel and equipment had been spread along the entire route. Company A had kept all of its guns with the column with sufficient men to operate each in a defensive situation while Company B had kept gun squads intact.

At the French headquarters, the battalion commander received orders to proceed at once to the vicinity of Chateau Thierry and report to a French lieutenant colonel who was in charge of the sector north of that city. The battalion moved at once in the direction of Chateau-Thierry and when it arrived at the town of Nesles, in the hills about 1500 meters south of the city, it was halted and parked as this was the last cover until the city itself was reached. Furthermore, two batteries of French 75s were already in position south of Nesles and firing on the advancing Germans north of Chateau Thierry.

The town of Nesles lies in the hills which form the south side of the valley of the Marne and is about 1500 meters south of the southern limits of Chateau-Thierry. From the foot of the hills at Nesles to the river the country is almost flat and affords no cover of any size. In the southern part of Chateau Thierry is the Paris-Metz Railroad. About 400 yards north of the railroad is the Place Carnot, which opens onto a wide granite bridge over a canal. Running to the east from the Place Carnot is the main highway on the south bank of the Marne. Between the canal and the river the island is cut in the middle by the Rue Carnot, which crosses the Marne over a very wide granite arch bridge.

The major portion of the city of Chateau Thierry is on the north side of the river and it built around the base of a precipitous bluff which projects from the hills that form the northern side of the Marne Valley. These hills come very much closer to the river at this point than do those on the south side and permit observation of every movement made between their base and the hills south of the river.

At Nesles the battalion commander gave orders to his two company commanders to proceed in their cars, with the French interpreter, to Chateau Thierry, report to the French lieutenant colonel, get his orders and then make a reconnaissance with a view to carrying out whatever mission might be assigned the battalion.

Due to the enemy atillery fire north of the city, it was considered inadvisable to take the cars of the reconnaissance party further than the river, so they were parked in a side street and the advance continued on foot. When the party reached the south end of the main bridge over the Marne, it met a group of French officers, including a general who proved to be General Marchant, of the Fifty-third Colonial Division. By means of the interpreter the mission of the party was reported to the General. The General stated that the lieutenant colonel to whom the battalion was to be reported had either been killed or captured and that he, himself, was personally in command of that sector. General Marchand gave orders that the battalion should be brought into the city at once and placed in position on the south bank of the river to cover the two bridges and their approaches; that the battalion should cover the withdrawal of the French to the south bank after which the bridges, which were already mined, would be demolished; and that the battalion should remain in position until it was relieved. These orders were later confirmed in writing.

The reconnaissance party immediately returned to Nesles and reported these orders to the battalion commander, who ordered the companies into the city at once. The commanding officer of Company A was ordered to remain in Nesles to see that the train was protected properly, kitchens set up and working and to straighten out the ammunition supply and loading details.

The battalion (less loading details and heavy trucks) moved into the city about 4.30 P. M., where men and guns were dumped in the Place Carnot and the vans returned to Nesle for park. No effort was made at this time to locate gun positions while it was still daylight, for the Major held everyone in the square.

Captain J. Kirk McCurdy

Captain McCurdy is presented in the above illustration in the uniform of an officer of the Continental line, at a recent celebration of the Battle of the Brandywine. Captain McCurdy, who is commander of the Veteran Guard, First Infantry, P. R. M., is a student of Revolutionary War history and is usually consulted upon all prominent celebrations of events of this period. Captain McCurdy is a veteran of foreign wars and is a well-known attorney of Philadelphia.

About dark a French staff officer came to Battalion Headquarters, which had been established in a house on the west side of the Place Carnot, and gave orders from General Marchand to send two guns to the northeastern exits of the city to cover the withdrawal of the French troops into the northern part of the city. This gun section was to stay until all of the French had passed and then was to withdraw to the south bank of the river by way of the main bridge. As soon as it had gotten across, the bridge was to be blown up.

One section of Company A, under the command of the company executive officer and consisting of two complete squads and the section sergeant was detailed for this work and went into position at the road junction in the northeastern part of the city covering the roads to the north and east.

About 11 P. M. the battalion commander, two company commanders, the French liason officer and the platoon leaders made a reconnaissance of the sector from the crossing of the railroad and road east of the city to the Rue Carnot at the main bridge, this being the sector assigned to the battalion. The part of the island west of the Rue Carnot was to be occupied by a French machine gun company then fighting in the northern part of the town.

Reconnaissance Completed

Upon completion of the reconnaissance, the platoon leaders assembled their platooons and put their guns in position. This was accomplished before dawn. Orders were given to the gun crews not to show themselves during daylight and not to fire a shot unless ordered by an officer or until the bridges should be blown up, at which time all guns were to fire on their primary lines as long as any target should be visible.

There was some artillery fire during the night of May 31st and at daybreak on June 1st machine gun and rifle fire broke all along the northern edge of the city. Some snipers sifted through to the bluff and for a while permitted practically no movement. These were shortly silenced by the French. All day long the French kept coming back across the bridge. Most of the men were from the Tenth and Fifty-third Colonials. Some of the men from the broken-down Ford transportation caught up and reported but most of these were held at Battalion Headquarters to form new squads and to load ammunition.

By dark on the evening of June 1st the location of the guns of the battalion were as follows:

Company B—Two guns at the embankment at the eastern limit of the sector, where the road crossed the railroad—Two guns in a building just west of the refinery—Two guns in the sugar refinery—Two guns in direct enfilade of the upper bridge—One gun in reserve at Battalion Headquarters.

Company A—Two guns in house on east end of island to cross their fire with the left of Company B—Two guns in the yard of a house in the center of the company sector enfilading the street opposite and also covering the

main square at the north end of the bridge.—Two guns in an old warehouse, one enfilading the river road and the other on the square.—Two guns with the section in the northern part of the city.—Two guns with Company B.—One gun in reserve at Company Headquarters.—Three guns in reserve at Battalion Headquarters.—Two guns with the heavy transportation at Nesles.

During the day the lieutenant in command of the detached section reported that while some trouble had been experienced during the early morning with German patrols, everything was now in fine shape and no one had been hurt. His instructions for withdrawal were repeated to him and he returned to his guns. About this time, Battalion Headquarters was moved to the southeast side of the Place Carnot as the first command post was under fire and four men had been wounded. Also, word had been received that one officer and two men had been killed by shell fire at Nesles. In the search for a new command post a cellar had been discovered which contained a large amount of machine gun ammunition all loaded in strips. A pile of this ammunition was placed in each gun position. Up to this time the ammunition situation had caused a great deal of worry as a considerable amount had been left with the broken transportation. However, enough had been found to meet any emergency.

Enemy Concentrating

Late in the afternoon information was issued at Battalion Headquarters that the Germans were concentrating in large numbers in the Bois de Barbillon, northeast of the city, and that an attack could be expected shortly after dark; that considerable German artillery had been observed going into position northeast of the city and that the infantry attack would probably be held up until the artillery could assist. It was also reported that the Germans had crossed the Marne at Jaulgonne, about five miles to the east of Chateau Thierry. From German accounts of the attack on Chateau Thierry it has been ascertained that the left two divisions of the VII Army had been ordered to cross the Marne at Chateau Thierry, move to the high ground south of the river and establish a bridgehead.

Shortly before dark, the fire of the German artillery increased and included, for the first time, some heavies. The French artillery consisted of a few tired batteries of 75s in positions near Etampes and in the woods east and southeast of Nesles.

At 8.40 P. M., the commanding officer of Company A received orders from Battalion Headquarters to change the positions of half of his guns to the western part of the island to cover the north end of the bridge from that side and also to enfilade the broad avenue coming down from the north. This change was necessary due to the fact that the French machine gun company which was to have gone in here had been so badly shot up that it was of no further use.

The commanding officer of Company A immediately gave orders for one gun of each of the three sections then in position and the spare gun at Company Headquarters to move to an assembly point near the Rue Carnot and await orders. The guns left in the original positions were ordered to cover the sectors of the ones moved as well as their own sectors.

The captain, with one lieutenant, made a reconnaissance of the buildings and the park west of the Rue Carnot and decided on the location of the four guns. By this time the fire of the German machine guns in position on the bluff on the north side of the river was intense and the north and south streets on the island were practically impassable.

At the completion of the reconnaissance, the four gun squads were brought to the new sector, two being placed in the cellar of a building close to the south end of the bridge and two in the park about 200 meters to the west. The lieutenant got his guns in position safely but the captain lost a corporal and a gunner killed by shell fire for, during the movement of the squads, the German artillery barrage had dropped with great intensity on the south bank of the river and was causing considerable destruction to buildings and trees and making traffic on all streets very difficult.

After placing his two guns in position, the captain of Company A left them under the command of the section sergeant and went back to the eastern sector, got another lieutenant and sent him over to command the two guns in the park. The captain then returned to the command post after assuring himself that all his guns were properly laid.

When the German barrage dropped, the commanding officer of Company B found it necessary to change the location of two of his guns due to the accuracy of the German shelling on the railroad. This change was quickly made with the guns still covering the same lines.

A Wonderful Fight

During this time a hot engagement was taking place in the northeastern and eastern part of the city. The retiring French and the section from Company A were putting up a wonderful fight in the retirement and were delaying the enemy at every possible point. At a few minutes before 10 P. M. this battle extended from the north end of the main bridge to the east end of the bluff. At this time, also, the artillery barrage lifted to the southern edge of the city.

At 10 P. M. when some Germans had succeeded in crossing the bridge and the bridge itself was crowded with Germans and some French, there came a terrific explosion and the bridge was completely destroyed except a short section that projected from the north bank. While the debris from the bridge was still falling, the guns of the battalion which up to this time had been silent, opened up from one end of the city to the other, ripping across the main square, up the main avenues of approach and through the wheat fields to the northeast. With all guns firing at ranges at which the danger space is continuous, it was possible to do very effective work against the Germans who were in the main squares and the streets leading to the river. The demolition of the bridge and the machine gun fire effectively broke up this attack, but it was evident that the destruction of the main bridge was not known by the German commanding general, for two more attacks were made at the main bridge during the night. These, however, were broken up as soon as they appeared as there was sufficient light from burning buildings and flares to sight the guns accurately.

The lieutenant in command of the section on the north side of the river commenced his retirement as soon as the French troops had passed him. At that time he was almost surrounded by Germans, but using alleys he was able to get his section nearly back to the square at the north end of the bridge. Just as he arrived there, the bridge blew up and his further withdrawal in this direction was cut off. He therefore was compelled to use the other bridge under which the explosives had failed to ignite. In going up the bank of the river he was forced to fight his way most of the distance. He had his two guns stripped and the parts thrown away except for the barrels

"Messing Things Up"—Field Range, 107th F. A.

which his men used as clubs, and then proceeded toward the other bridge. When he arrived near the north approach he found that, in addition to the American guns playing on the bridge, several German guns were shooting at it from the bluff. The lieutenant, however, leaving his men in a sheltered spot, worked his way across the bridge, shut off the Company B guns, returned to the north bank, collected his section and came over to the south bank with the loss of only one man killed. The last two trips were made through the fire of the German guns and the right gun of Company A, which had no knowledge of the situation.

The lieutenant went back to Company B's commander post, where he told the captain of the situation north of the river and that many more Germans were coming from the woods to the east of the city. He then went to Battalion Headquarters and reported and then returned to his company.

Upon the receipt of the lieutenant's report the battalion commander at once made plans to withdraw the battalion less Company A, whose position was such that it was considered impossible to move it. However, the French liaison officer prevailed upon the Major not to do this as the orders received by the battalion were to stay in position until relieved.

The commanding officer of Company B, evidently anticipating retirement orders from Battalion Headquarters, ordered his platoons to move back and take up positions on the hills south of Etampes. When this information reached Battalion Headquarters, the captain of Company B was at once ordered to get his platoons back to their original positions immediately. In the meantime, to cover the exposed right flank of Company A, a section composed of the last two guns of Company A and manned by runners and anyone else who could be found, was sent, under the command of the transportation officer of Company A to cover the upper bridge.

The original reserve guns at Battalion Headquarters had been placed under the command of the executive officer of Company B and put in position in the woods on the west end of the island to protect the left flank of the battalion.

As soon as sufficient guns of Company B had been returned to cover the upper bridge, the emergency section was returned to Battalion Headquarters where it was again put in reserve. Fortunately no attack was made while the upper bridge was uncovered except for two guns or the Germans would have crossed.

During the rest of the night the Germans continued to shell the south bank of the river and machine gun the streets but their machine gun fire was not as effective as it might have been had they taken positions in the house on the north side of the river. The fire from the bluff was too plunging to be really effective.

From the morning of June 2d till the battalion was relieved about 4 P. M., June 4th, no more attempts were made by the Germans to force a crossing. Two or three times patrols tried to sneak across the bridge but these were discovered and very roughly handled, for it was possible to play on the bridge with ten guns.

The casualties of Company A during the offensive operation were four men killed and nineteen wounded; those of Company B were one officer killed, thirteen wounded, and those of the Medical Detachment were four men wounded.

Results of the action:

This action prevented the Germans from crossing the Marne and establishng a bridge head on the high ground on the south which would have been a serious threat at Paris. Combined with the work of the last division at Cantigny and the Second Division at Belleau Wood and Vaux, it showed the British and French that they had a very dependable ally and the Germans that they had a very obstinate and determined enemy.

Machine Gun Tactics and Technique:

1. Surprise fire: Up to the time that the bridge was blown up and the machine guns on the south bank of the river opened, the Germans had no knowledge that there was to be any serious resistance to their crossing, therefore, they were caught bunched up in all the streets leading to the river and suffered, according to the French official report, between 1000 and 1500 casualties.

2. Bands of fire: The adjoining flanks of the machine gun companies were tied together by overlapping bands of fire so that at no time was the upper bridge without some protection.

3. Communications: Due to the extreme shortage of personnel, it was necessary for the officers of the battalion to do most of their message carrying. No other means was possible.

4. Use of machine guns: The Germans did not make proper use of their machine guns by keeping them bunched on the bluff. The consequent plunging fire was more easily avoided than would have been the case had they brought their guns down to the houses that faced the river on the north bank. The eighteen guns on the bluff did not cause a casualty or interfere to any appreciable extent with movement after the resulting beaten zones of their fire were analyzed.

5. Positions and cover: Bands of fire, except in the right of the American sector, were not necessary as the German attack had to come across two narrow defiles. The sitting of the guns of the battalion were so as to permit fire on the approaches to the bridges and the streets leading to the river. The positions selected for the American guns were apparently not protected from the enemy's fire but only from view. This deceived the Germans to such an extent that they knocked down the places where they thought the guns ought to be without doing the slightest damage to the guns or crews.

6. The ranges of the American guns were from 300 to 500 yards except on the extreme right where about 800 yards was used. This made the danger space practically continuous from the guns to the points of impact. The danger spaces of the German machine guns, however, were very small, due to their plunging fire. Had the German guns been sited in the second stories of the houses along the north bank of the river, east and west traffic on the south bank of the river could have been stopped completely.

7. The only infantry support in Chateau Thierry during the night of June 2d was furnished by about forty French Colonials (Senegalese) from the Fifty-third Colonial Division.

8. No apology, direct or implied, has been made for the many errors of omssion and commission, made by the Seventh Machine Gun Battalion during this action. It was not completely trained and it had never been under fire before. However, it *accomplished its mission* with a maximum of casualties to the enemy and a minimum of casualties to itself. No greater results could have been expected from any organization. And certainly no more successful engagement has ever been fought by American troops than the defense of the Marne at Chateau-Thierry by two American machine gun companies against the assault of two German divisions.

28th Division Air Service

You're met us as a unit, in
  A whole composite entity,
Now meet each indiwiddle in
  His separate identity.

Tho' Major Owens rules with love,
  And his name heads our list,
Know that within his "velvet glove"
  Is clenched an iron fist.

Captain Dickens looks at chickens,
  Even as you and I might,
But, mark you well—O!
He's a damfine fello,
  Our capable leader of A flight.

Next we'll mention Captain Logan,
  Long of leg and hefty brogan,
Now I'll tell you that he
Is the chief of flight B,
  And "efficiency plus" is his slogan.

Sing a song of M. D.'s
  Gillespi is the boy,
Four twenty X C's,
  Over to Le Roy.
End of hops he tarried
  With a maiden coy,
Then they up and married,
  We hope the first's a boy.

Captain Helweg has a rare tact,
Thinks before he makes a crack,
Rides a hawse and flies the planes,
Likes a drink and loves the janes.

To Captain Hyland work's a lark,
  He's chief of operations.
He makes each pee.ot toe the mark
And in the classroom they must heark-
  En to his perorations.

Earle J. Carpenter's no dub,
  He's "Regular Army D. O. L."
"This squadron ain't no flying club,"
  So, wot t'hell, Bill, wot t'hell.

Lieutenant Mike Gallagher's one of them guys
Known as "officer of the supplies."
    Oue of the best of them?
      Yea, bo, you said it!
    Want something out of him?
      Just try and get it.

A dollar, a diller, a ten o'clock driller,
  What makes you come so soon?
You used to come at nine o'clock,
  Lieutenant Hutchinsoon.

Bob Hewitt flies for Ludington,
  And he works pretty hard,
He takes his recreation with
  The Pennsy National Guard.

Vic Dallin's in the flying game,
  His aerial pictures are arty,
His stories are his claim to fame,
  And he's the life of the party.

Lieutenant George Bortle's in charge of the guns,
  Master of armament,
    Lewis or Marlin.
To a fair maiden his mind often runs,
  Held in his arms, I meant,
    Kissin' or quarrelin'.

Meet Lieutenant Ilgenfritz,
In the adjutant's chair he sits,
It's hard to find a rhyme that fitz,
With a name like Ilgenfritz.

Lieutenant J. J. Gallagher is always on the line,
Engineering officer; philosophy's his line.
    Want a ship Tuesday?
    Why not fly Thursday?
Onions are strong, but bananas are fine.

Our photo section's in the hand
  Of photo men the ace of—
From this verse you will understand
  I mean Lieutenant Nasief.

Lieutenant Johnston'd stand the test,
  If they'd turn war's alarm on;
But time of peace, he'll do his best,
  To sell to you a Marmon.

Ralph Bradford kept our chas in motion,
  Noble and good he done his dooty.
Course o' time there came promotion,
  And made our Ralph a full first looty.

De Coursey sailed this last July
  To look on Europe's glories,
Of German beer, and how they fly,
  He tells amazing stories.

Lieutenant Pennock, I don't see why
You're teaching the burghers of Moorestown to fly.
They were so contented, they did you no harm,
And now they are dropping on village and farm.

Frank Johnson has Communications,
  Written code or spoken word;
Thru the ether's oscillations,
  All ways, always, Frank is heard.

Frank Scanllon drills with the rest of us
Then he flies with the best of us,
Frank S—— on the street,
His insurance talk is the test of us.

Jablonski speaks in raucous tones,
  In arguments he's leading;
But when he rolls them cubic bones
  His voice is low and pleading.

Jack Albright runs an Aero School,
  And he does lots of flying, too,
His pupils learn each flying rule;
  Besides, he makes damswell home-brew.

That's all there is, there ain't no more,
So I'll sign off, before I bore;
I am, yours most respectfully,
Lieutenant Brenner, P. N. G.

Presentation of Colors to 316th Infantry, 79th Division at Fort Leonard Wood, Maryland, on August 14th, by Col. Charles Williams, U. S. A., War Time Regimental Commander. Accepted by Col. H. Harrison Smith, O. R. C., present Regimental Commander.

The Officers of the 316th are from Philadelphia and environs.

THE NAVY CRUISER SITUATION

By Lieutenant Carl J. Lamb, U. S. N. R.

In the last issue of OUR STATE ARMY AND NAVY JOURNAL, the writer discussed the Navy as a factor of national prosperity. The fact that the naval establishment and its proper upkeep does affect our national prosperity to any extent is an interesting and important one, but after all, is not the primary reason for the existence, in reasonable force, of that important arm of our national defense system. We cannot say, for instance, that the Army, police forces and fire departments contribute actively toward either national or local prosperity, but nevertheless, they are vital and necessary organizations. It is not, and never has been, the will or the policy of our people to be warlike, and it probably never will be.

Although our Regular Army is small (experts claim it is much too small), it is augmented by a respectable and efficient National Guard and by the U. S. Army Reserve Corps. Because of our geographic location, in the event that war was waged against us, the Army and its Reserves would have some time to mobilize and concentrate. The Navy, on the other hand, is so constructed, developed and organized that it has to stand or fall as it is. Past experience has shown that it takes three years to build a scout cruiser or aircraft carrier, four years to build a battleship, six months to train a naval gunner and at least six months to train the artificer ratings necessary aboard ship, provided they have had corresponding experience at similar work ashore.

During the World War the country was exceedingly fortunate, in that it had formidable allies holding the enemy in check until our armed forces could be thrown into the conflict. It is probable that the one most important factor which contributed to the allied victory was the British Grand Fleet.

It is an old maxim that, since the beginning of history, that nation which has had a strong, well-balanced and efficient Navy has enjoyed prosperity, peace and the respect of other nations. Napoleon, at Elba, attributed Waterloo and the downfall of the Empire to the strong British Fleet. It is history that our hastily organized sea force, aided by French war vessels, contributed to our success in the War of the Revolution, and that we only salvaged an honorable peace in the War of 1812 because of our naval victories, at sea and on the Lakes.

Since the sixteenth century, English soil has not been subject to invasion because of an adequate and powerful sea force, although the British Professional Army is a very small one. A war of aggression requires both a strong Army and Navy, in most instances. In our particular case, we are not, and never would be, minded to wage an aggressive war, even if we had the necessary Army. We are so located, however, that an adequate Navy could successfully prevent an invasion from any nation strong enough to undertake such a venture. In that respect our geographic situation greatly resembles that of England, except that we have many more miles of sea coast to guard, and in addition, must be in a position to prevent a possible enemy from landing in Canada or Mexico, and thus gaining access to our borders.

Although we really need a Navy larger than required by any other nation, we have limited ourselves to one which will be on a 5-5-3 ratio with those of the British Empire and Japan, as regards battleships and aircraft carriers. In spite of the fact that cruisers are vitally important to a properly balanced fleet, and as a matter of fact may carry the balance of power in future sea warfare, because of capital ship limitations, set by the disarmament conference, we have a pitifully inadequate cruiser force, and an unbalanced fleet, as can be seen from the following table:

CAPITAL SHIPS

	United States		British Empire		Japan	
	No.	Tons	No.	Tons	No.	Tons
Battleships, 1st line ..	18	525,850	16	433,650	6	191,320
Battle cruisers, 1st line ..	..	.....	4	122,700	4	110,000
Total	18	525,850	20	556,350	10	301,320

AIRCRAFT CARRIERS

	United States		British Empire		Japan	
	No.	Tons	No.	Tons	No.	Tons
Built	3	78,700	5	88,950	2	53,800
Being converted	..	.....	1	18,600	1	9,500
Total	3	78,700	6	107,550	3	63,300

CRUISERS*

	United States		British Empire		Japan	
	No.	Tons	No.	Tons	No.	Tons
Built	10	75,000	55	309,190	25	133,955
Bldg. and approp. for..	8	80,000	10	93,200	8	80,000
Total	18	**155,000	65	402,390	33	†213,955

(18 less than 20 years old)

*All classes within effective age of 20 years, high speed.

**U. S. has 22 obsolete cruisers (179,000 tons) varying in age from 20-34 years, slow speed.

†Japan has 9 obsolete cruisers (71,434 tons) varying in age from 24-29 years, slow speed.

DESTROYER LEADERS

	United States		British Empire		Japan	
	No.	Tons	No.	Tons	No.	Tons
Built	..	.....	17	29,700	5	8,500
Bldg. and approp. for..	..	.....	2	3,600	19	32,300
Total	..	.....	19	33,300	24	40,800

Those citizens who have participated in a war, either as professionals or volunteers, most heartily hope to avoid any such future participation. There is nothing sane, attractive or even romantic about warfare and combat, regardless of fancy verbal dressings. The fact remains, however, that wars do occur fairly frequently, and have been doing so since the beginning of recorded history.

The writer is urging prevention of war before the fact, as far as our own country is concerned. To date the only effective, logical and practical method which has been found that will accomplish this desired result is to be so strong and well prepared that a potential enemy will recognize the hopelessness of armed conflict, and will, of a necessity, resort to peaceful means to settle his difference.

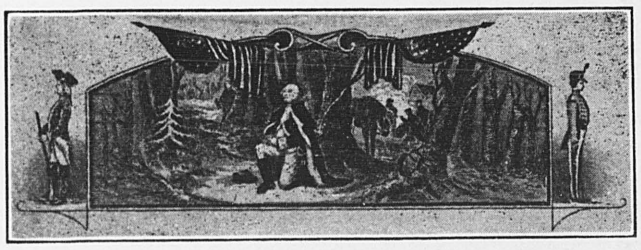
The pacifists cry that large armed forces, be they military or naval, impose tremendous tax burdens upon the people. It is true that one cannot get any kind of worthwhile insurance, even against war, for nothing. It is further true that the ships necessary to just put us on a parity with any possible enemy or combination of enemies, will cost the government a considerable sum of money, and it is quite evident that the additional war vessels necessary to insure freedom from war will cost still more money. After all, the results attained would be more than worth the money spent, and the resultant expenditure and circulation of large sums entirely at home would tend to stimulate industrial activity, employment and business prosperity to such a marked extent that it is doubtful that the extra taxation required would be any burden whatever.

Naval Reserve Notes

On Friday, November 16th, the Naval Reserve Inspection Board, which annually inspects every one of the Naval Reserve units in the United States, inspected the First Battalion, U. S. N. R., Fourth Naval District. The board consisted of Captain C. A. Blakely, U. S. N., Commander A. W. Gears, U. S. N., Commander R. C. Williams, U. S. N., all from the Navy Department, and Commander G. W. Haines, U. S. N., local recruiting officer.

The following week the same board, with the exception of Commander Haines, and with the addition of Lieutenant A. I. Flagg, U. S. N., inspected the separate aviation unit commanded by Lieutenant Commander R. F. Hedtler, U. S. N. R. The aviation unit has again received signal recognition for standing first among all Naval Reserve aviation units in the service, and has been presented with the Noel Davis Trophy for efficiency by the Guggenheim Foundation, for the promotion of aeronautics.

Lieutenant R. S. McIver, U. S. N. R., has been ordered to take command of the Fourth Division, U. S. S. Biddle Unit. Lieutenant Carl J. Lamb, U. S. N. R., has been transferred to the First Division, U. S. S. Breckenridge Unit, as executive officer. Ensign R. B. Stevens, U. S. N. R., will be the executive officer of the Fourth Division.



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Capt., 111th Infantry

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Furnished on application. The value of this Journal can be seen at a glance. If you have anything that Soldiers should be interested in, this is the proper place to display it.

Editorial Contributors

Colonel Edward J. Stackpole, Jr., 104th Cavalry.
Lt. Colonel William H. Zierdt Inspector's Section.
Captain George W. Phillips, Adjutant Section.
Captain Ray W. McKay, 112th Infantry.
Captain George W. Weaver, 110th Infantry.
Captain Whitney B. Sanders, 213th C. A.
Captain William P. Dix, 108th F. A.
Captain Lewis F. Acker, 176th F. A.
Lieutenant Carl J. Lamb, U. S. N. R.

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With the opening of the new Legislature near, it is to be hoped that the friends of the Guard will exert themselves to assure generous appropriations for Armories by the General Assembly. The defeat of the recent amendment for a bond issue undoubtedly left disappointments. Promises have been made, however, that there will be sufficient funds on hand to make provision for better housing in a number of communities. The course of the Legislature will be followed with close interest.

The military post for the Harrisburg units will consist of nearly thirty acres. The site will contain a series of buildings, very much on the order of those of the 109th Field Artillery at Wilkes-Barre. It is said that the entire arrangement will exceed anything of the kind in the country. Colonel Edward J. Stackpole, Jr., of the 104th Cavalry, and the other officers interested in the movement are to be congratulated upon securing the hearty co-operation of Governor Fisher.

The establishment of a troop of cavalry in either Waynesboro or Ebensburg in the near future is regarded as practically assured. The selection between the two towns is, however, giving some concern. Both communities have strong elements of appeal and the determination between them will be difficult.

The reception tendered Major General Charles H. Muir, who commanded the Iron Division during the World War, by the citizens of Norristown at the Stewart Memorial Armory on the evening of December 14th was a most successful and brilliant event. Among the prominent officers accompanying General Muir were Major General William G. Price, Jr., Adjutant General Frank D. Beary, General Edward C. Shannon, General Robert M. Brookfield, Colonel William H. Oury, U. S. A., Colonel George E. Kemp, Colonel Charles B. Finley and Colonel William A. March.

Prior to the ball General Price and Colonel Oury, U. S. A., delivered short addresses which greatly interested the assemblage.

Major Charles Townley Larzelere was chairman of the executive committee, assisted by Major George Wanger and Captain Linwood D. McClure.

Adjutant General Frank D. Beary has arranged to give the former service men of the 107th, 108th and 109th Machine Gun Battalion of the war time Twenty-eighth Division, a three-company street space and canvas at Mt. Gretna next summer. The gathering of these men will take the form of an alliance and serve as a reunion. Major John M. Foos, formerly of the Third Infantry, is engineering the project.

Colonel Clarence J. Smith was recently elected as a member of the executive board of the Allentown Fair Association.

This is a signal honor, the Allentown Fair Association being one of the largest and most distinctive bodies of its kind in the United States.

Colonel Charles B. Finley, 111th Infantry, recently chosen as president of the Pennsylvania National Guard Association, plans to greatly strengthen that organization during his incumbency of office. He states that he is deeply appreciative of the honor conferred upon him and will give his best to the Association. There can be no doubt that Colonel Finley will make a brilliant president.

108th Field Artillery Celebrates

The 108th Field Artillery, Pennsylvania National Guard, commanded by Colonel William A. March, celebrated its organization day on Saturday, December 8th, with an indoor parade in the Armory in the afternoon and a dinner for the officers and men at the Armory in the evening. The parade at 3 P. M. was reviewed by General Price. Mayor Mackey was the guest of honor.

This regiment, which has one of the longest and most glorious histories in the military history of the United States, was organized on December 10, 1840, as a company of militia known as "The National Guards." This name for the entire National Guard of the United States sprang from that small unit, the beginning of the 108th Field Artillery.

The regiment as the Nineteenth and Ninetieth Pennsylvania Volunteers (Infantry) participated in all Civil War battles of the Army of the Potomac and carries streamers with thirty-one battles and engagements of the Civil War on its standards. It was the Second Pennsylvania Volunteer Infantry during the Spanish-American War. During the Mexican Border service, it was changed to Field Artillery. It saw service in France and Belgium during the World War as part of the Fifty-third Field Artillery Brigade, commanded then by General Price, now division commander, and was one of the only three American field artillery regiments which had combat service in Belgium. It also carries streamers for the World War, with five major battles on them.

The regimental staff officers, in addition to Colonel March, are Lieutenant Colonel William W. Bodine, executive; Captain William P. Dix, adjutant; Captain George S. Dix, plans and training officer; Captain James J. Bingham, chaplain, and First Lieutenant William M. Hernandez, liaison officer. Major Albert N. Cole is the regimental surgeon and Captain Charles F. Jordan is the supply officer. The battalion commanders are Major T. S. Paul, First Battalion; Major Edward Hubbs, drill master of the Police Department, Second Battalion, and Major James W. Duffy, Third Battalion.

213th Coast Artillery Notes

To fittingly commemorate Armistice Day, Battery G, of Reading, commanded by Captain William J. Smith, journeyed by truck to Easton, where they attended services in the First Presbyterian Church. The visit was a complete surprise to Captain Henry M. Prentiss, regimental chaplain, who is pastor of that congregation.

His feelings can best be imagined as the unit, in full uniform, and bearing a large floral tribute to the Chaplain and Mrs. Prentiss, paraded down the aisles to the seats reserved for them. The sermon of Captain Prentiss was typical of the day and his well-known sentiment toward pacifism and preparedness.

Following the services the organization proceeded to Allentown, where they visited Colonel C. J. Smith, regimental commander. The colonel held an impromptu reception on the porch of his home and greeted the visitors with a few well-fitting remarks.

All of the units of the regiment are busily preparing for the gunner's examinations to be held within the next two weeks. Keen rivalry exists between the various batteries as to the number of men qualified each year, and the regiment as a whole has an enviable record in this respect.

The ratings in the National Guard do not carry any additional compensation but are greatly aspired for by the enlisted men who are entitled to wear the various qualification bars therefor.

The annual Federal inspection schedule has been received and met with instant approval due to the fact that the inspections are all scheduled in April. This is a distinct advantage as it will permit of outdoor maneuvers and drills for the inspecting officers.

In the Center of the City

A branch office of this bank is now open at No. 8 SOUTH TWELFTH STREET. It offers all the services of the Main office (Seventh and Walnut) and has the same office hours.

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112th Infantry

Extensive remodeling of the Grove City State Armory has been completed by the Smith Construction Company and the new supply room, locker room and office for Headquarters Company, First Battalion, has been occupied by that company. The new quarters were made possible by remodeling the balcony over the drill hall and sub-dividing it into three rooms. The office on the first floor, formerly used by Headquarters Company, First Battalion, has been taken over by Regimental Headquarters, which has been in need of more office room for several years.

Major Edson I. Small, for the past four years senior instructor of this regiment stationed in Erie, has returned to his home in Erie following discharge from Walter Reed Hospital, where he has been a patient since a breakdown at the Summer Encampment in August, 1928. Major Small states that he has been retired after thirty-three years' service with the rank of lieutenant colonel. He has made no plans as yet for his future residence.

Major Theodore A. Little, M. C., 112th Infantry, has been transferred to the supernumerary list as of November 3, 1928, at his own request, following his resignation submitted August 15, 1928. Captain James R. Smith has been recommended to fill the vacancy caused by the resignation of Major Little.

The regimental basketball tournament for this regiment started December 1st. The units of the regiment are divided into three sections for this tournament, the winners to meet in a regimental play-off during February to determine the regimental champion. The Headquarters team won the division championship last year and, while weakened by the loss of three stars, is considered one of the strongest contenders again this year, although several of the other units are much stronger than in the past.

Lt. Leonard E. Lilley, instructor with this regiment, stationed at Grove City, is a patient in Walter Reed Hospital, for observation and treatment. It is expected that he will be confined to the hospital until after January 1, 1929.

To fill vacancies caused by the resignations of several of the junior officers of the regiment, Lt. Hilliard, of Company D, and Lt. Himes, of Company C, both second lieutenants, have been recommended for a second lieutenancy to fill the vacancy caused by the resignation of Lt. Olson. Sergeant Miller, of Company D, has been recommended for second lieutenant, to fill the vacancy caused by the promotion of Lt. Hilliard.

Colonel Smathers made a tour of the regiment during the first part of December and conducted formal inspections of Companies A, B, G and L. The colonel states he is very well satisfied with conditions in the regiment and believes that with the co-operation and help of each officer and man, it will be possible to rate every unit in the regiment "V. S." at the coming Federal inspection.

Instructors Assigned

The detail of United States Army officers to the Pennsylvania National Guard consists as follows:

Colonel William H. Oury, Infantry (DOL), Senior Instructor, P. N. G., Armory, 32d Street and Lancaster Avenue, Philadelphia, Pa.

Major Ford Richardson, Infantry (DOL), Instructor, Special Troops, 28th Division, Armory, 32d Street and Lancaster Avenue, Philadelphia, Pa.

Major Alexander M. Weyand, Infantry (DOL), Instructor, 111th Infantry (Sr.), Armory, Broad and Wharton Streets, Philadelphia, Pa.

Major G. Barrett Glover, Jr., Infantry (DOL), Instructor, 109th Infantry (Sr.) State Armory, Scranton, Pa.

Captain Carleton Coulter, Jr., Infantry (DOL), Instructor, 109th Infantry, State Armory, Scranton, Pa.

Captain John A. Shaw, Infantry (DOL), Instructor, 111th Infantry, 1503 Arch Street, Norristown, Pa.

Captain Nathaniel E. Callen, Infantry (DOL), Instructor, 110th Infantry (Sr.), State Armory, Washington, Pa.

Captain Sherman P. Walker, Infantry (DOL), Instructor, 110th Infantry Box 272, Altoona, Pa.

Captain Carl A. Russell, Infantry (DOL), Instructor, 112th Infantry. (Sr.), State Armory, Erie, Pa.

First Lieutenant Leonard E. Lilley, Infantry (DOL), Instructor, 112th Infantry, State Armory, Grove City, Pa.

Major Edgar M. Whiting, Cavalry (DOL), Senior Instructor of Cavalry, Armory, 32d Street and Lancaster Avenue, Philadelphia, Pa. (This officer is now under orders to change station to Harrisburg, Pa.)

Captain Charles Wharton, Cavalry (DOL), Instructor, 103d Cav., Armory, 32d Street and Lancaster Avenue, Philadelphia, Pa.

Captain John W. Weeks, Cavalry (DOL), Instructor, 52d Machine Gun Squadron, State Armory, Bellefonte, Pa.

Captain George H. Millholland, Cavalry (DOL), Instructor, 104th Cavalry (Sr.), Room 109, Telegraph Building, Harrisburg, Pa.

Captain Richard E. Tallant, Cavalry (DOL), Instructor, 104th Cavalry, State Armory, Clearfield, Pa.

Major Milton H. Taulbee, Field Artillery (DOL), Senior Instructor of Field Artillery, Instructor, 109th Field Artillery (Sr.), State Armory, Wilkes-Barre, Pa.

Major James A. Pickering, Field Artillery (DOL), Instructor, 108th Field Artillery, Armory, Broad and Diamond Streets, Philadelphia, Pa.

Major Joseph D. Coughlan, Field Artillery (DOL), Instructor, 176th Field Artillery (Sr.), Armory, Thackeray and O'Hara Streets, Pittsburgh, Pa.

Captain Dominic J. Sabini, Field Artillery (DOL), Instructor, 109th Field Artillery, State Armory, Wilkes-Barre, Pa.

Captain Arthur M. Sheets, Field Artillery (DOL), Instructor, 107th Field Artillery, Box 187, Harrisburg, Pa.

Captain Arthur B. Wade, Field Artillery (DOL), Instructor, 107th Field Artillery (Sr.), Hunt Armory, Emerson and Alder Streets Pittsburgh Pa.

Captain George P. Seneff, Field Artillery (DOL), Instructor, 176th Field Artillery, Armory, Thackeray and O'Hara Streets, Pittsburgh, Pa.

Captain John A. Ballard, S. C. (DOL), Instructor, 28th Signal Co., and all communication units, P. N. G., Armory, 32d and Lancaster Avenue, Philadelphia, Pa.

First Lieutenant Earle J. Carpenter, A. C. (DOL), Instructor, 28th Division Aviation, Armory, 32d and Lancaster Avenue, Philadelphia, Pa.

Major Otto G. Pitz, C. A. C. (DOL), Instructor, 213th Coast Artillery (A.-A.) (Sr.), Armory, 4th and Union Streets, Allentown, Pa.

Captain Christian G. Foltz, C. A. C. (DOL), Instructor, 213th Coast Artillery (A.-A.), Armory, 4th and Union Streets, Allentown, Pa.

Captain James J. Firestone, Q. M. C. (DOL), Instructor, S. S. C. & D., and all Q. M. units, 28th Division Trains, Box 187, Harrisburg, Pa.

Captain William H. Crosson, C. E. (DOL), Instructor, 103d Engineers and 125th Engineer Battalion (Mtd.), Armory, Broad and Callowhill Streets, Philadelphia, Pa.

Captain Arthur H. Luse, O. D. (DOL), Instructor, 103d Ord. (Maint.) Company, Hq. Third Corps Area, Baltimore, Md.

Major John M. Hewitt, M. C. (DOL), Instructor, all Medical Units P. N. G., Armory, 32d and Lancaster Avenue, Philadelphia, Pa.

The date of January 15, 1929, has been set for the annual dinner and election of officers of the Military Order of Foreign Wars. The dinner this year will be an "old-time" one and will be held at the Rittenhouse Hotel. The musical program will embrace war songs of the Spanish-American, Mexican Border and World Wars. There will be no long speeches, and unique entertainment has been arranged for.

The Reconditioning of "Old Ironsides"

It was in March, 1925, that Congress authorized the rebuilding of the U. S. Frigate Constitution, but did not appropriate any funds for the work, as it was felt that the people of the country would feel a deeper interest in the historic old vessel if she were restored by popular subscription.

Of the total of $560,000 which has been raised to date, $154,366 was donated by the school children of the country, collected and sponsored by the Elks Lodge. The balance was realized by the sale of pictures struck off from the beautiful painting by Gordon Grant, by popular subscription from adult citizens, and by donations from the personnel of the Navy, Naval Reserve and Marine Corps.

The Frigate Constitution was dry-docked at the Navy Yard, Boston, on June 16, 1927, and the rebuilding was started. Although $560,000 has been raised, $230,000 will be required further to complete the work. In order to raise this balance, the price of the pictures has been raised to 50 cents, and souvenirs, made from wood, iron bolts and copper sheathing of the hull, have been offered for sale.

A partial list of the souvenirs is as follows:

1. Knees, of original live oak, 72"x34"x6", suitable for club decorations ..... $100.00 each
2. Swedish ironbolts ..... 25c each
3. Copper nails ..... 25c each
4. Pieces of cordage ..... 25c each
5. Pieces of timber ..... 25c each
6. Pieces of copper sheathing ..... 25c each
7. Copper bolts from hull, ¾" diameter ..... $1.00 per inch
8. Copper bolts from hull 1⅜" diameter ..... $2.00 per inch
9. Cigarette boxes of oak, decorated with bronze medallion and copper sheathing from original hull, 7"x4"x2½" ..... $15.00 each
10. Miniature replica cannons of those in the Constitution's battery. Made completely from materials taken from the original hull, 5" high x 10" long x 10" wide ..... $35.00 each
11. Book ends, cast from copper sheathing, filled with lead from the magazine lining, cast in form of steering wheel, decorated with medallion of the Constitution, 6" high, 5" wide ..... $10.00 set
12. Walking sticks made from original live oak stauchions, lengths 32" to 36" ..... $15.00 each
13. Ash trays, cast from copper sheathing 1" deep x 4½" diameter .. $5.00 each
14. Hand-carved paper knives ..... $2.00 each
15. Plaques of original timber, decorated with bronze tablet and medallion ..... $5.00 each
16. Ship model plans of the famous Constitution, made from the original official plans of the vessel, scale ¼" to the foot, in black and white, including all views and directions necessary to make a model of "Old Ironsides" 26" long, with masts, rigging, guns and sails, complete in every detail. The sheer, half-breadth, body plans, view of the upper deck, sketch of a gun, diagram showing the location of guns in battery and 2 photographs of the Navy authentic model are also included ..... $7.50 per set

The flags of the Constitution, which was one of the first three vessels built by the United States, were made by Betsy Ross in Philadelphia. The bolts which fastened her timbers were forged by Paul Revere in Boston.

After the ship has been completely restored, she will visit the ports of the country, so that all who desire, especially the school chidren, may see her.

Fill out the blank, to order photographs, relics or ship model plans.

Rear Admiral Philip Andrews, U. S. N.,
Chairman Save "Old Ironsides" Committee,
Navy Yard, Boston, Massachusetts.

Sir:—Please send me the following:

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I enclose—(check)—(money order)—(stamps)—for .....
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MAJOR JOHN C. GROFF

111th Infantry Loses Two of Its Prominent Officers

Major John C. Groff died on December 16th at the University Hospital, after having undergone a serious operation.

Major Groff was a veteran National Guardsman and served with distinction in the Twenty-eighth Division during the World War. He was commissioned Major March 5, 1919.

Major Groff was one of the leading members of the Chester County Bar and was deeply interested in civic affairs. He was Register of Wills of Chester County for a number of years.

Major Groff was a Mason, a member of the Union League, West Chester Golf and Country Club, and Bernard F. Schlegel Post, American Legion, of which he had served as Commander.

Major Groff was buried from his West Chester residence, Tuesday afternoon, December 18th, funeral services and interment being private.

Captain Frank Attanasio died suddenly December 1st, at his residence in Upper Darby, Delaware County. Captain Attanasio was also a distinguished soldier during the World War, having participated in all the major actions of the 110th Infantry, 28th Division. Captain Attanasio was a devoted National Guardsman of that particular type that makes for the best interest of the service.

He entered the ranks of the Third Infantry in 1909. His sterling qualities from the very beginning were noted by his superior officers, and he advanced steadily through the various grades. At the time of his death, he commanded the Howitzer Company.

He was actively interested in the Order of Odd Fellows, the Veteran Guard of the Third Infantry, N. G. P., and Ferguson Post, American Legion.

Captai Attanasio was buried December 5th with full military honors, the body lying in state in the Third Regiment Armory. Captain Pugh, chaplain of the regiment, conducted the service.

DEBATE ON THE PROBLEM OF UNIT STRENGTH

COMPANY STRENGTH

By CAPTAIN HARRY F. DOUGLAS, *112th Infantry*

Mr. President and other officers: When they gave me this paper to get up I was not sure, but finally I decided it was a good thing to talk about—the maximum and minimum strength of the company.

I am going to cite my own experiences with my own company for the simple reason that I think it is an injustice to company commanders when their maximum strength is placed at only two men above the minimum, which is sixty. If you get below your minimum strength I am going to say—you catch hell anyway. If you get above your maximum strength you are going to catch it, so it puts us in a hole. I have had a company—in fact, I helped to reorganize the Guard, and was out a while and came back in two years ago last month and took the company over and took a proposition of which I had no idea at the time. The first night on the drill floor I had five non-coms and two privates. The officers had not been paid for the quarter. It was a holy wonder to get the company going. The next year when I took that company to camp I had seventy-nine men on the rolls, which I admit is too much, but if I had not had them on the rolls they would not have gone to camp. I enlisted twenty-two men two weeks before camp who went to camp. It was a hard fight.

You have no doubt all read the memoranda which comes out from the War Department and from the Adjutant General's office placing the different maximum strengths. I believe sixty-five men is the highest and, of course, the minimum strength is sixty. My maximum happens to be sixty-two. There is a bad condition when good men come in who are willing to be enlisted and you have your maximum strength.

Of course, being from Erie, you know we have five units in that city. It is not a case of cut-throat among the officers, because we are willing to help each other out.

If you have your maximum strength and two good men come in, who you know are good men and you want in your company, and you still have only two to come and go on, you either have to let them slide or take a calling down from the Adjutant General or the Secretary of War. I believe that we really ought to have a little more leeway.

I enlisted two men in the last week of last month. Probably by good luck I was able to get rid of one man after eight months of correspondence; the other was on the termination of enlistment. I am now at sixty-two, my maximum strength. I have applied for two discharges. I don't know how long it is going to take. If it takes as long as the last one I discharged I will be out of luck, because if I can't get my enlistments I will be out of luck, as they will go into other companies. I need good men just the same as the other companies do.

I feel something ought to be done about raising our maximum and give us a little more leeway. On the question of discharges—it took me nearly eight months to get one man discharged who deserted before camp, who left the state and left no address. He didn't know where he was going when he left, and I didn't know where he was going, and I could not find out where he went. The fourth endorsement—I received a letter from the Adjutant General's office wondering if I was not doing the man an injustice by discharging him as a deserter, after not attending drills for eight months and he could not be located.

I think it is unjust to the company commander. In the first place, the Department does not place any confidence in the company commander. No one but the company commander knows his own company and knows his men in the company, but he can't be held responsible for a man who leaves the state and leaves no forwarding address and does not give you any information whatever.

Take, for instance, when you ask for a discharge, they will ask you, "What is the employer's name and what is his address." They either want to make a good liar out of you—or I don't know what they do want to do. The only thing I could do about it was to say that it was unknown, and it was because I could not find hide nor hair of this man. It may strike some of you company commanders the same way.

We have a hard row to hoe in Erie. The industrial conditions during the last year has made it very hard for the company commanders up there. Having a business depression a lot of our young men, probably twenty-five per cent of the men, had to leave the city to get work.

Now, in a case of that kind, when it takes you—I won't say it always takes eight months—but a month or six weeks and you have your maximum

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strength—I am talking about my own of sixty-two men—and you have three, four or five good men whom your men bring in, and you can't enlist them, you are going to kill the enthusiasm of your men, because they are not going to bring them in when you can't enlist them. They say, "What is the use to bring them in, the Skipper won't sign them up."

I am going to leave this question to you now for further discussion.

By CHAIRMAN SMITH:

Has anyone anything to suggest on this subject. I am going to call on Colonel I. C. Jenks, the new officer in charge of National Guard units in the Third Corps Headquarters.

By COLONEL I. C. JENKS

I am very glad to know and greet you all.

I had a little talk on that subject in the office of the Chief last week. It is a very serious problem to the organization commander when he has just such little leeway, so I have a suggestion which I would like to make and see what you people think of it. I can tell you what it is briefly. Inasmuch as you have a maximum strength of sixty-two men and a maintenance strength of sixty men, you have not much leeway; you have none. Half a dozen good men, as the Captain says, come ready to be enlisted and you can't take them and next month there will be half a dozen men that go out of the state or go out of the organization for other reasons; then you are out. The next thing, if you don't get your strength up pretty soon you get a report that the organization is put on probation. There should be a much greater leeway between the limits. I suggested to the Militia Bureau that they put the maintenance strength down, that they reduce it by about ten men; that is, leave the maximum at sixty-two and put the minimum at fifty men, and then it would be very much easier to keep up the required strength and avoid having your organization put on probation. We don't have so much trouble with that in Pennsylvania, but we have a lot in Maryland. In the City of Baltimore alone Maryland has four companies on probation at the present time.

So, I would like to know what you people think of having the maintenance strength reduced so as to avoid injustice and having your organization placed on probation.

By CHAIRMAN SMITH:

Is there anybody else who has anything to say?

By CAPTAIN D. S. GRESSANG

As a battery commander my solution of that problem is this: that the battery commander being held responsible for the strength of the company that they should be given everything that goes with it. There is no one who is more aware of the necessity of the Guards than the battery commander. Why not have it arranged so that the battery commander can write direct to the Adjutant General and have the Adjutant General believe that battery commander's statements, because he is not going to reduce his command below what it should be. Therefore, if a man's maximum is sixty-two and his minimum is sixty men, and he wants to discharge five men because he has five good men who want to come in, my solution is to get into practice communication direct with the Adjutant General's office and that the commander's statements be taken for just what they say.

By COLONEL JERE A. LEAMAN

Taking the strength allotted to the Pennsylvania National Guard, it is 112 per cent of the maintenance strength, and the maintenance strength of an infantry unit is sixty men, so I cannot quite understand why the strength allotted by the regimental commander over and above the maintenance strength should be only two men. Take ten per cent and you would have six men which would give a maximum strength of sixty-six men. Apparently there are some units that are given more. There is not an even distribution as far as the line companies are concerned. In other words, I have noticed that there is a tendency on the part of regimental commanders to have a big service company—I think there is one that has probably a hundred men on the roster, and if you have that you will be robbing every other line company in the unit.

The strength allotted to the regiment is limited. Then the proposition is up to the regimental commander. With an allowance in excess of maintenance strength of twelve per cent there is no reason why a company with a maintenance strength of sixty men should only be allowed sitxty-two men as a maximum strength. That will probably give some light on the subject.

By CHAIRMAN SMITH:

Regimental commanders may take notice. Is there any other discussion on the subject?

By COLONEL CHARLES B. FINLEY

The regimental commander is limited to a certain number of men, 1088. The regimental commander may distribute these men as he pleases and often times it is necessary to make a distribution—I think it is possible and think the Adjutant General's office is perfectly willing it should be done—possibly to redistrict from time to time to take care of the individual needs of the company commander, if there is some special emergency in some organization in having a great number of shortages, that company can be given an extra allowance at the expense of the companies which do not need to be recruited at the moment. That means a constant shifting but is about the only way to meet the exigencies of the present system. It does seem to me that following the suggestion that Colonel Jenks made, that if we could have an allowance of ten per cent each way instead of twenty per cent below the present maintenance strength it would be very much more to the advantage of the companies. I understand that the figures are fixed by the Militia Bureau because of the lack of funds to allow a greater number of men. Now, if it is simply a question of expense why could not the regiments be given a ten per cent each way over the number of men at present allowed them and a provision made that there should only be 1088 men in an infantry regiment and no more than that should be taken to camp and that no more than that should be paid for any quarter. That thought just popped into my mind as Colonel Jenks was speaking.

If it is simply a question of expense the company commander might be made to hold down his attendance at camp and his attendance at drill. He would do it; and you would be able to enlist desirable men to take the place of men whom you were attempting to discharge, so that such a state of affairs as Captain Douglas described, where he wanted to discharge five men, for instance, who didn't attend drill nights, could be worked out. If he had the ten per cent allowance he could enlist five men in place of these five. It would make no difference as to the amount of pay he would draw either for drill or camp and yet he would be able to meet the emergency which faced him at the moment.

By CAPTAIN HARRY F. DOUGLAS

Just one thought on the minimum strength of fifty men. At a recent inspection Major Johnson, in going over my property in the afternoon, asked me how many men I could turn out for inspection and I told him fifty. I believe I had sixty-four on the rolls at that time. He said, "Why don't you discharge those fourteen men," and I said, "And have this company go on probation again when we are trying to get it up to where it ought to be?" He said: "You would only be on for three months," and I said, "Perfectly all right, but we would have to go out probably and enlist every Tom, Dick and Harry to bring us back again, and if we didn't make it, then what?" He said, "You would be subject to that report," and I said, "Yes, and a reprimand also." I turned out fifty men for inspection, and it naturally kept my percentage down, and I think if we could get a minimum of fifty men and keep the maximum as it is it would be a wonderful help to every commander in the state.

By CAPTAIN JOHN L. HEARN, *108th F. A.*

It is a question of leeway between the minimum and the maximum. I think if we were not held up so long when requesting discharges for unlikely men in the organization that a leeway of six or eight men would do the trick. For instance, by the time that you have your request sent through the regular channels as at present and it reaches the Adjutant General, and then they write us referring the matter back and asking for further information, weeks have elapsed and I should think we should have faster time between the company and the Adjutant General's office. In a great many cases our men let things slide.

For instance, shortly before camp, I enlisted a man and sent his papers in to Harrisburg and the following week the man's father came in and showed me by family records that the enlisted man was under age by a year and a half. I wrote the Adjutant General so I would not have to carry that man while I was in camp, explaining that owing to the shortness of time I could not locate the birth certificate and my letter was returned saying I must have the birth certificate, and I wrote to Harrisburg, to the Bureau of Vital Statistics, and because I forgot to enclose the fifty cents that letter was returned without the certificate I required. This circumstance revealed the fact that there were two other men enlisted the same night under the same circumstances, and were not of age. Why could not that information be located through the Adjutant General's office so we could get it. It is things like this that make a man worry more than he really should. If you could get the service in say a week or ten days the turn-over with a leeway of six or eight men would give plenty of time to pick up the new men required to take their places.

By CAPTAIN J. D. EISENBROWN, *213th Artillery, A.-A.*

In the matter of company strength, gentlemen, it may work a hardship in some respects. There is an old motto that I have always let guide me. The first thing that the Militia Bureau or the War Department looks for is results. You must take as your maxim, "Let your conscience be your guide." Regulations, as I interpret them, are written to regulate. You get loads and loads of papers to read, and between your business and by the time you read all of the regulations you go to comply with them you would be in a helluva fix.

I think the allotted strength at the present time of seventy men—we were cut down a few years ago from eighty-four to seventy-two and from seventy-two to seventy. We decided at that time that with seventy-two men it meant the enlistment of two men a month, twenty-four a year for the three-year period, or a turnover of seventy-two. You have no trouble to get twenty-four men a year, and good men. We have gone to camp for seven years with a one hundred per cent attendance and at our annual Federal inspections for six years we have had one hundred per cent attendance, and we got them because we are after results.

The question was raised a moment ago of a man moving to an unknown address, and this regulation, as it is written, says you must have his employer's name and his address. I had a fellow just a few weeks ago, he just got lost from camp. I inquired where he was living and they said they thought he went somewhere in New York. We immediately sat down—we have a man to take every man's place—we believe if you must lie, tell a big one. We didn't know his address or where he worked. We addressed the Adjutant General and he authorized his discharge and a new man was enlisted in his place. I don't know whether you can't lie enough to the Adjutant General's office, but bear in mind, "Let your conscience be your guide," and you will get results.

By GENERAL WILLIAMS S. MCLEAN, JR.

I assume, Colonel Jenks, that the minimum strength adopted is based on the number that are essential to the proper functioning of each unit. I know it is so in the Artillery, and I assume that in all other units it is based on the same consideration. If that is so it seems to me to be a dangerous suggestion, although I appreciate that your suggestion was for our welfare, to meddle with that minimum. On the contrary, if I understand it, the ten per cent allowance for turnover and surplus strength is simply arbitrary, which has no logic in it. As Colonel Finley says, it is a factor which has been assumed, which results in no greater expense to the Federal Government than they can afford, and it does work out as Colonel Finley says, and therefore, I would advocate that the particular allowance to each unit be left to the discretion of the Colonel upon special request to the Adjutant General. I think it will work out and it certainly will result in no failure.

DELEGATION OF AUTHORITY WITHIN THE COMPANY

By LIEUTENANT JOHN D. FOLLETT, *108th F. A.*

We have all heard the old-army proverb that the lieutenant knows nothing and does everything, the captain knows everything and does nothing while the major knows nothing and does nothing. The knowledge and industry of majors is outside the scope of this paper. I am a lieutenant and therefore supposed to know nothing, but I do know that many over-industrious captains might well ponder the kernel of truth to be found in the above proverb.

Delegation of authority has been called the art of scientifically "passing the buck." To my mind it is inextricably bound up in the question of discipline and efficiency. No man in civil lfe who has any sense at all attempts to run his business as a one-man concern in which all power and authority are in the hands of the proprietor. Such a business could never expand; and, upon the death or illness of the proprietor would inevitably collapse.

And yet how many of us know of "one-man companies" in the National Guard? I know a former captain of artillery who had a one-man battery. He was a hard worker, had a fine technical knowledge of artillery, and was a good fellow. But he ran his battery on a paternalistic plan. His lieutenants were practically figure-heads when they weren't errand boys to the battery commander. His first sergeant was a glorified battery clerk. His other non-commissioned officers were tin soldiers with pretty chevrons. The captain knew every man in his battery by his first name and usually called him by it. He trained his gun crews and details himself, personally instructed his drivers in equation and draft, and even did most of the paper work. His enlisted men customarily addressed him as "Hey, Captain," and the newest recruit might approach him with the smallest routine question which could just as well have been answered by a corporal. The enlisted men liked the captain, enlisted turnover was light. But he was always losing lieutenants, who resigned from sheer boredom. The battery lacked snap and precision, never passed beyond basic instruction, never was really efficient; because the captain was physically unable to perform the duties which should have been performed by ten or more officers and non-commissioned officers. When the captain resigned, it took his successor three years to build a battery.

The above is an extreme case, but there are many cases like it perhaps in a lesser degree. Now I am not advocating a method of company administration in which the captain is a god on Olympus, in which officers are addressed in the third person be enlisted men, and in which there is a deep and impassable gulf between men and officers. But I do say that no company can be really efficient if the captain tries to be more than a commander and does not delegate practically all the routine duties and instruction to his subordinates. Commanding his company and overseeing the work of his subordinates is quite enough to keep the captain busy if he does it properly.

In an artillery battery the regulations provide that the first lieutenant is the executive and is responsible for the training of the gun crews, and, incidentally, of his junior lieutenants. A second lieutenant is reconnaissance officer and is responsible for the telephone and instrument details, while the remaining lieutenant is in charge of the motors or horses. There is a corresponding division of duties in the admnistratve end into paper work, supply and mess departments. The other branches of the servce, of course, have similar division of duties.

Now in line with the above regulations I offer a few simple rules, some of which are overlooked by many company commanders.

Hold your lieutenants responsible for the training and control of their respective departments and in turn require them to delegate authority to their chiefs of section and eventually to the squad leaders.

Never go over the head of a lieutenant in making corrections to men in his department. Tell the lieutenant and let him pass it on to the proper section chief.

Avoid the habit of summarily countermanding orders previously given by a subordinate. Here again the correction should come through the man who originally gave the order.

Of course, do not reprimand any officer or non-commissioned officer in the presence of his men.

Give your lieutenants a voice in the selection of non-commissioned officers in their respective departments.

Lean on your first sergeant. Give him responsibility and let him bear a large part of your burden of discipline in the company.

Be accessible to your men in matters of importance, but, of course, require all requests to see you to be approved by the first sergeant as a protection against being bothered by trivial matters.

Know your men but do not be too intimate with them, and require your lieutenants to observe this same aloofness toward the men. Exact military courtesy and see that the proper form of address is given to non-commissioned officers as well as to officers. Few non-commissioned officers can have much authority over their men if the men, when on duty, are allowed to address the non-commissioned officers by first names or nick-names. In this connection I might say that I have had men in my battery who, in civil life, are buddies of mine, but who at drill or at camp never failed to address me as "lieutenant" and rigidly follow the rules of military courtesy.

Shift the duties of the lieutenants from time to time in administrative and technical departments so that each may have a well-rounded training.

And now I shall add a few rules of executive control propounded by Mr. Charles E. Perkins, who was for many years president of the C. B. & Q. Railroad, as reported by the Alexander Hamilton Institute in its course on "Business Administration." These rules apply to the control of a military organization as well as a railroad.

"Never do, or undertake to do, yourself, what can be done sufficiently well by a subordinate. There are things enough which can not be done sufficiently well by subordinates to occupy your time.

"Trust those under you, and let each one work out his own problem, for the most part, himself; otherwise your subordinates will not learn to depend upon themselves, but upon you.

"Keep as much as possible out of petty, every-day details. Let needed reports be made to your adjutants, if you choose, but do not take it upon yourself to see them all. So long as the machine works smoothly, you should be a looker-on except as to those particular parts of it which, because others cannot do them well enough, you yourself may undertake to attend to. It is a mistake to assume that others are less able, or less attentive, than we are.

"Never allow the gossip of the camp to reach you. It is inevitable, but the less you hear of it the better fitted you are to conduct the matters of importance.

"Require the minutest accuracy in money matters; to which end you should call attention to every departure no matter how small, or seemingly unimportant, from well-established regulations and usages.

"Always regard the feelings and prerogatives of those above and below you. Do to others as you would wish to be done by under other circumstances."

A few words more. This is a democratic army. The National Guard recruit of today may be the colonel of Regulars tomorrow. We all belong to the Army of the United States. This army needs officers. Those of us to whom has been given the privilege of command, whether it be a platoon, company, or larger unit, can help along the good work by choosing our subordinates carefully, delegating to them real responsibilities commensurate with their rank and experience, and then aiding them to develop under this responsibility. And there is more "kick" to be derived from this than from the operation of a "one-man company."

SELF-EDUCATION AND TRAINING OF OFFICERS TO FIT THEM FOR INCREASEFD RESPONSIBILITIES

By LIEUTENANT EDWARD L. STRITE, *104th Cavalry*

Every officer must be educated and trained for increased responsibilities. Such responsibilities are sure to come, whether through call to service in his existing capacity or through promotion or reassignment. The officer who does so prepare himself has a fair chance of giving a good account of himself in active service. The one who does not, at best can hope to be overlooked or forgotten; at worst, must face defeat, disgrace or destruction. Especially is this true of National Guard officers whose principal reason for being is the opportunity to prepare in peace time for active service.

It is also especially true of National Guard officers that much of their preparation must come from more or less unassisted efforts of their own. All education and training are in a sense self-education and training, but in this paper, self-education and training refer to that which can be obtained by a National Guard officer at home station without regular personal instruction or supervision. A few suggestions along this line will be attempted with the preliminary caution that neither this definition of self-education and training nor the suggestions submitted are guaranteed to be accurate or fruitful but must be accepted, to borrow an expression from another field of activity, at "consignee's rsk."

It is submitted that self-education and training are not only desirable but necessary to any officer anywhere who intends to develop himself to the utmost. Every eminent name in military history stands where it does because its possessor developed to the utmost his capacity for self-education and training.

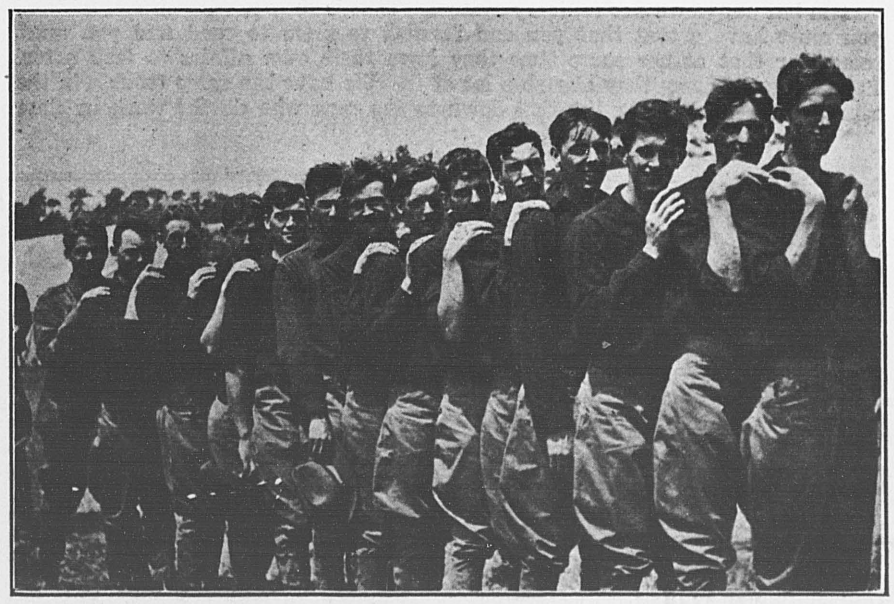
It must be recognized, however, that to suggest a system of self-education and training which would develop National Guard officers into Napoleons, Hannibals, Robert E. Lees or Pershings, would savor too strongly of militarism and might have a tendency to super-saturate our peace-loving Commonwealth with military skill. The remainder of this paper will ,therefore, be confined to a few suggestions as to how we, as National Guard officers, may at our home stations better fit ourselves for the job next ahead.

First, of course, is reading—general, historical, biographical and technical, following more or less our inclinations and tastes. The service publications, with their leading articles and and book reviews, furnish convenient guides. We shall find a few minutes a day, or a few hours a week, devoted to what seems to be aimless unsystematic reading, will furnish a fund of surprisingly useful practical information.

Second, the correspondence courses published by the various service schools where we have definite subjects assigned for study under the supervision of picked instructors selected from the very best of the officers of the regular establishment, are of incalculable value. Those who were fortunate enough to be able to take the National Guard courses in service schools will be greaty assisted by these correspondence courses, and those who cannot will find them the nearest thing to an adequate substitute. One can learn a great deal about, for instance, reading a map, at his desk at his home station under the supervision of an instructor fifty or seventy-five miles away.

But he can learn still more by taking a map, a horse, a flashlight, a dark night, some place to go, and trying to go there; which brings us to a third suggestion, that of constantly availing ourselves of every means to practice and put into action the facts and principles we have picked up in our self-education. This applies to everything—organization, minor tactics, weapons, equitation, customs of the service, etc.

Every Pennsylvania National Guard officer can easily visit localities where he can study on the ground military history, tactics and strategy of all sorts, as well as the most varied activities of the present military establishment. If the officer is not within easy reach of the Shenandoah Valley and



Mess Line at Camp

the Virginia theatre of Civil War operations, he is within reach of those of Revolutionary or earlier wars and, without exception, we are within easy reach of the Gettysburg and Antietam Battlefields, which not only have their historical associations, but are also the scenes of the bloodless battles which are being daily fought in the exercises and problems of service schools wherein the tactical and strategical ideas of tomorrow are taking form.

If he can take a few books, such as Henderson's Stonewall Jackson and travel for a day or two in the Shenandoah Valley and the mainland of Old Virginia and visit Fort Myer, the Aberdeen Proving Grounds and a few other of the nearby posts, without learning something useful, he will probably learn nowhere else.

Another means of self-instruction which we use far less than we should, is the regular army instructor. Every one of us is under an instructor highly trained, highly educated, thoroughly skilled, experienced and eager to be of assistance. Any of us can testify from experience that almost any call for assistance which we can make upon one of these instructors will be met with the most cordial response. They keep us very busy and very profitably so during the fifteen-day camp. Might we not reciprocate by keeping them equally busy during the fifty-week period of home training.

Company, battery or troop officers can learn much from their own organizations, particularly the specialists. The troop whose officers cannot learn something about stable management from the stable sergeant, or mess management from the mess sergeant, or something about horses from the horseshoer, is fortunate indeed in the personnel of its officers or unfortunate in the quality of its specialists. Each specialist is thinking about the same thing most of the time. The troop officer can't, and it is perfectly possible for the troop officer to absorb some of the specialist's information and experience without lowering himself in the estimation of his specialists. A specalist is a hard man to bluff anyhow.

In the foregoing suggestions, we have not touched upon the courses in the service schools, nor the fifteen-day camp, nor the various other forms of instruction where we are directly under the supervision of the instructors, as they are outside of our definition of self-education. The ever-present necessity of keeping physically in condition also goes without saying.

One final suggestion may be ventured. After all, the part of our subject which requires emphasis is the responsibilities, and our education and training is only valuable if we are fitted for them. The best way to learn to do a thing is by doing it, and other things being equal, the man who can best bear responsibilities is the man who has borne them before. The man who best discharges the responsibilities of his civilian occupation, will best discharge those of his military avocation. A man who has formed the habit of shouldering and properly carrying the responsibilities of daily life, will most probably carry on that habit in time of emergency and stress, and every officer, whether business man, professional man, executive or artisan, is training himself for increased responsibilities, when during fifty weeks of the year he is daily discharging the ones he has.

The National Guard officer may well paraphrase the words of a great man of yesterday, "Let us not seek responsibilities to equal our powers, but powers to equal our responsibilities."

Colonel Oury's Discussion

In a discussion of the activities of the camp last year, there is no doubt but what the system Pennsylvania has been using, which is practically our school system, is one of the best used in the country. Results speak for themselves. It is not an accident that the National Guard of Pennsylvania stands as No. 1 in the country.

There are a few things that have come to me in my hours with you at Mount Gretna that I want to speak of. I know the results in some ways last year were not as good as it has been heretofore, and I mean by that, the feeling that people took away with them. They were not so well satisfied in many respects as they have been heretofore. Trying to find out why that was; trying to analyze it, I came to these conclusions:

There is a lack of disciplinary drill, or close order niceties and the disciplinary drill we would like and which we don't get, and the reason we don't get it has been driven home to me very forcibly. I go around and listen to subordinates giving orders and commands and many of them are wrong and they have no means of correcting them. Now, our training regulations are as fine, perhaps, as any that have ever been gotten up. They are complete and comprehensive, but the non-com never gets to see them. Back in the company office it is all the captain can do to find what he wants. The system has outgrown our military system. That is to say, with citizen soldiers you must have a text that you can furnish to them to read and you must remember that at the same time they have their own affairs to look after. In the regular army they absorb a lot of it. We have the same trouble in the regular army in getting the text down to the men who do the work in close order and disciplinary drill. They come in loose leaves and the first thing they get lost and you have no way of getting the text to the men who have to carry on. That is a fact. It has been brought home to me by going around and listening in about various companies. The bureau has recognized that and they have gotten out three volumes. This is one I hold here, this is volume two; that covers most of the things but it is not all that we want yet. It is not the right size. You can't carry that in your pocket; you have to have something that you can stick in your hip pocket and when a question comes up it can be decided then and there. Now, then, I think that we can get up a book better than what we have now, and, in fact, Colonel Stackpole is going to give us some definite figures on it. We can get up a series of little pamphlets with a cover that will stand that a man can carry in his pocket. Say that volume one would be on close order; volume two would be a combat section, and volume three, something else. Then there will be something that a man can have and that the captain can give out or you can have the men buy them. I think we will have to come to something like that throughout the army. Our citizen soldiers will never get this stuff unless we bring it to them in a form they can read as they go about their other affairs. The time will come first or last when we will have to do these things.

There is another thing I want to take this opportunity of talking about, because I was on a committee appointed last year at the convention to consider the matter, that is, the matter of our relation with the R. O. T. C. and the C. M. T. C. The committee was so large that we could not function without getting together and we didn't have any meetings. What has been done I have done myself.

There is not any doubt but that the relationship between the R. O. T. C. and the National Guard and the C. M. T. C. and the National Guard is not what it ought to be. We are not utilizing all of the forces available in this state for the purpose of making advances to the fullest extent. Here are some figures. There are in the 109th Infantry twelve men who have had R. O. T. C. training; in the 110th Infantry there are thirty-two men; in the 111th there are five men, and in the 112th there are three men who have had R. O. T. C. training. That speaks for itself. We are not tied in with them. We have these units all over the country, thousands of them, and it is from sources of that sort that we must get our officer material.

As president of the examining board they come to me constantly, and the men who have had the R. O. T. C. training program are the kind of men we are looking for. They have the basic education that is necessary to take them on. There is no use in making a man an officer who will not grow with his responsibilities; as soon as he gets to be something besides a second lieutenant he gets in the way. Here will be a source for good officer material if we can just get at it. Some of the steps I took—I corresponded with the Adjutant General and tried to get speakers down to the camps with a view to helping out that way. After correspondence it was thought not best to do it that way but the best chance with the R. O. T. C. is at graduation time, to send men there to present the thing to them. They don't get the picture and it is partly our fault that they don't, and when these youngsters are just stepping out and just looking for some place to settle, we should be able to influence them along the right lines. I think it can be done better at the end of the school year than it can in the camps.

The C. M. T. C. presents some other problems. There is the competitive idea. You are after the same kind of men that the C. M. T. C. is after and that conflict is not peculiar to this state. It is all over, and we hear it constantly, although it is all along the same line. If these young men who get through can be influenced to come in the Guards they become an asset right away. In the 109th there are eight men from the C. M. T. C.; in the 110th there are nineteen men, in the 111th eleven men and in the 112th twenty-three men. We send 4000 every year from the state and most of them come from the city and when we only get that small percentage tied in with our training in the Guards it is not enough. It seems to me like there is a lack of utilizing to the full our military resources; that they are not tied together as they should be. I know these points will raise considerable discussion and I don't think it is necessary for me to take any more of your time.

I want to say this in conclusion; that we will never be trained fully in any place until we are trained as a team. We must get all the arms together and some place or other this whole division should be together and trained as a division so we will know how the various arms function. That is one of the things we learned by the late World War; the average infantryman didn't know how the artillery operated nor the artillery know anything about the infantry. They are not trained and never will be trained until they are trained together. I think that should be the ambition of everyone in the Guard. We must get a place where we can all train together.

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The U. S. N. R. of Pennsylvania consists of several units, being organized and officered as follows:

Battalion commander, Lieutenant Commander E. A. Crenshaw, Jr., U. S. N. R.

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Lieut. E. A. Mullen, (M. C.) U. S. N. R.
Lieut. Comdr. H. McC. Miller, (M. C.) U. S. N. R.

SEPARATE AVIATION UNIT
Lieut. Comdr. R. F. Hedtler, (A. F.) U. S. N. R.
Lieut. (J. G.) James Work, (A. F.) U. S. N. R.
Ensign Van Stone, (A. F.) U. S. N. R.

HEADQUARTERS UNIT
Lieut. E. H. Walberg, U. S. N. R. commanding.
Lieut. Commander W. L. Martin, (M. C.) U. S. N. R.
Lieut. H. S. Knapp, (S. C.) U. S. N. R.

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Lieut. Commander E. S. McCoach, U. S. N. R., commanding.
Lieut. Carl J. Lamb, U. S. N. R.
Lieut. E. P. Herney, U. S. N. R.
Lieut. (JG) C. B. Carlon, U. S. N. R.
Ensign Louis Frahm, U. S. N. R.
Chief Carpenter J. A. Gross, U. S. N. R.

2d DIV. U. S. S. BARNEY, No. 149
Lieut. Commander J. L. Woodruff, U. S. N. R., commanding.
Lieut. (JG) W. W. Chism, U. S. N. R.
Lieut. (JG) F. E. Goeckler, U. S. N. R.
Ensign S. R. Bagshaw, U. S. N. R.
Ensign P. M. Clark, U. S. N. R.

3d DIV. U. S. S. BLAKLEY, No. 150
Lieut. George W. McIver, Jr., U. S. N. R., commanding.
Lieut. E. C. Kline, U. S. N. R.
Lieut. (J. G.) H. N. Paul, U. S. N. R.
Lieut. (J. G.) H. O. Hogan, U. S. N. R.

4th DIV. U. S. S. BIDDLE, No. 151 (Section Leader)
Lieut. R. S. McIver, U. S. N. R., commanding.
Ensign R. B. Stevens, U. S. N. R
Ensign Justin Smeby, U. S. N. R.
Ensign Murphy, U. S. N. R.
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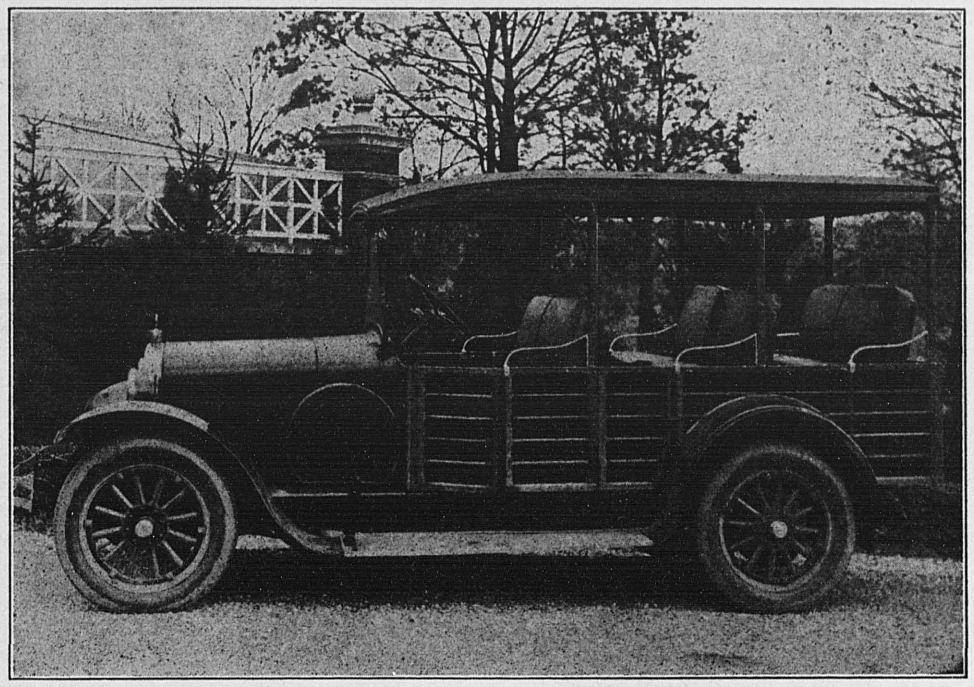
Lieut. (J. G.) W. C. Schulz, U. S. N. R.
Ensign L. C. H. Beighey, U. S. N. R.
Lieut. F. E. Bowser, (M. C.) U. S. N. R.

6th DIV. U. S. S. BERNADOU, No. 153, PITTSBURGH, PA.
Lieut. J. H. Cox, U. S. N. R., commanding.
Lieut. R. S. Lawson, U. S. N. R.
Lieut. (JG) A. S. Nickerson, U. S. N. R.



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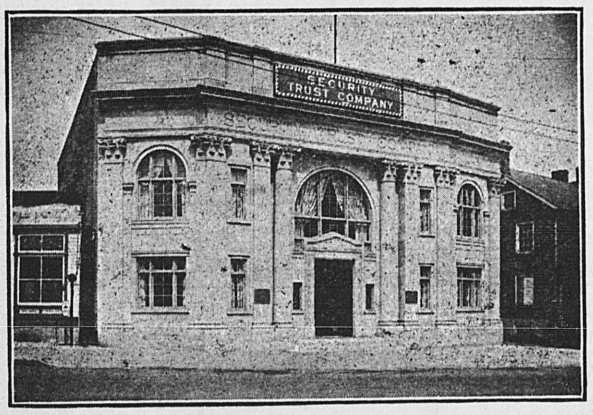

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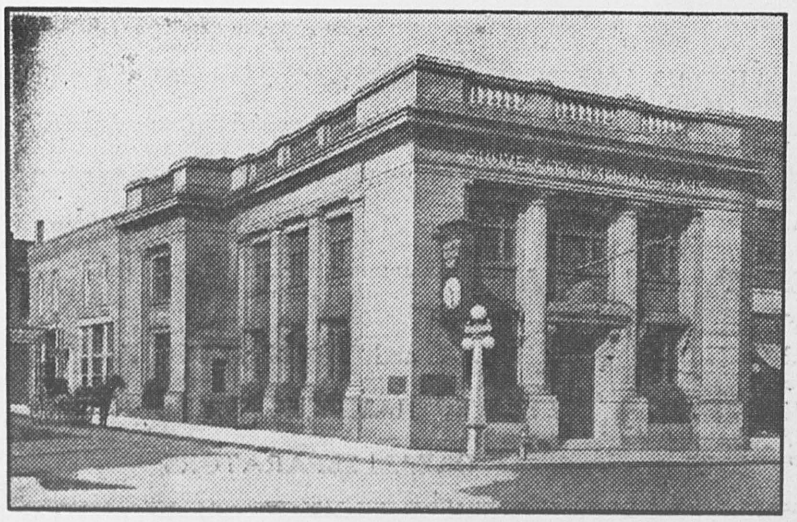
PENNSYLVANIA HARDWOODS — **HEMLOCK LUMBER** — WILLIAMSPORT, PA.



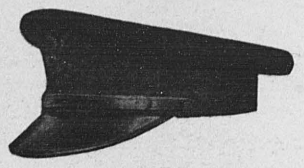
GROVE CITY NATIONAL BANK
GROVE CITY, PA.

THE MODERN BANK

Capital Stock, $125,000.00 — **Surplus and Profits, $163,327.62**
Resources, $2,500,000.00

E. J. FITHIAN, President — S. C. BARBER, Assistant Cashier
E. B. HARSHAW, Vice-President — H. E. KIRK, Assistant Cashier
J. S. ARMSTRONG, Trust Officer

The Bank That Stands for Service



JACOB REED'S SONS

MANUFACTURERS OF

OFFICERS' UNIFORMS

AND

ACCOUTREMENTS

WE SPECIALIZE IN

Up-to-Date Uniforms of Quality

And Combine Style with High-Grade Workmanship

Absolute fidelity to the regulations is guaranteed in all of our Uniform making, and all Articles of Equipment are strictly standard—which is equivalent to saying that they are the best that can be procured.

1424-1426 Chestnut Street, Philadelphia

Civilian clothing made of fine fabrics in correct models, splendidly tailored and ideal in every essential. Moderately priced at $35.00 and upward for Suits or Overcoats, with especial values in the grades at $45.00, $50.00 and $55.00.

BURDAN'S ICE CREAM

Our Ice Cream is the Favorite of an Army of Loyal People

CULTIVATE THE ICE CREAM HABIT

It will prove an asset to your health and happiness
Absolutely pure and wholesome

BURDAN BROTHERS

POTTSTOWN, PA. LEBANON, PA.
Wilmington, Del. Reading, Pa. Allentown, Pa.

Purveyors to the U. S. Government

McKEAN COUNTY TRUST CO.

BRADFORD, PENNA.

OFFICERS

LEWIS EMERY.....*President*
A. M. WHITNEY....*Vice-President*
R. W. EVANS.....*Vice-President*
M. A. CALLENDER...*Treasurer*
C. L. MELVIN.....*Secretary*
W. E. BURDICK ..*Trust Officer*

Directors

Hon. W. E. Burdick, Attorney-at-Law
D. W. Daly, Oil Producer
Dr. W. J. Fredericks, Physician, Oil Producer
Lewis Emery, Treasurer Bradford Gas Co.
A. W. Golden, Tide-Water Pipe Co., Ltd.
A. R. Johnson, Oil Producer
C. A. Duke, Oil Producer

Capital **$200,000**
Surplus and Profits **300,000**

Pennsylvania State Depository McKean County Depository
Bradford City Depository

F. D. BEYER & CO.

LUMBER

PLANING MILL **PIT POSTS**
SAW MILL **MINE TIES**

TYRONE, PA.

Official Armory Constructors

NATIONAL FOUNDRY CO.

Open Hearth and Electric

Steel Castings of Every Description

ERIE, PA.

UNION IRON WORKS

ERIE, PENNA.

Union Longitudinal Drum, Cross Drum and Inclined Bent Tube Water Tube Boilers.
Union "Universal" Fire Tube Boilers.
Stack, Tank and Plate Work, Keystone Fire Door Safety Latches.
"Made in the Keystone State"

Lancaster's Favorite

Rieker's Beverages

RIEKER'S STAR BREWERY LANCASTER PA TRADE MARK

RIEKER'S STAR BREWERY LANCASTER PA TRADE MARK

Our greater development plans include among other new products an additional Cereal Beverage. This will be manufactured in every detail according to our original Rieker's process and de-alcoholized to conform to Federal Law, which will produce the genuine Rieker's Flavor and Quality.

EAT A PLATE OF *ICE CREAM* EVERY DAY!

H·L·NEUMAN CO.

The Cream of all ICE CREAM

Because it's good for you

YORK :: *PENNA.*

Standing Back of Our Company M

LATROBE TRUST CO.

LATROBE, PA.

Resources More Than $3,000,000.00

Seeking new business on our record

THE MERCHANTS' NATIONAL BANK

ALLENTOWN, PENNA.

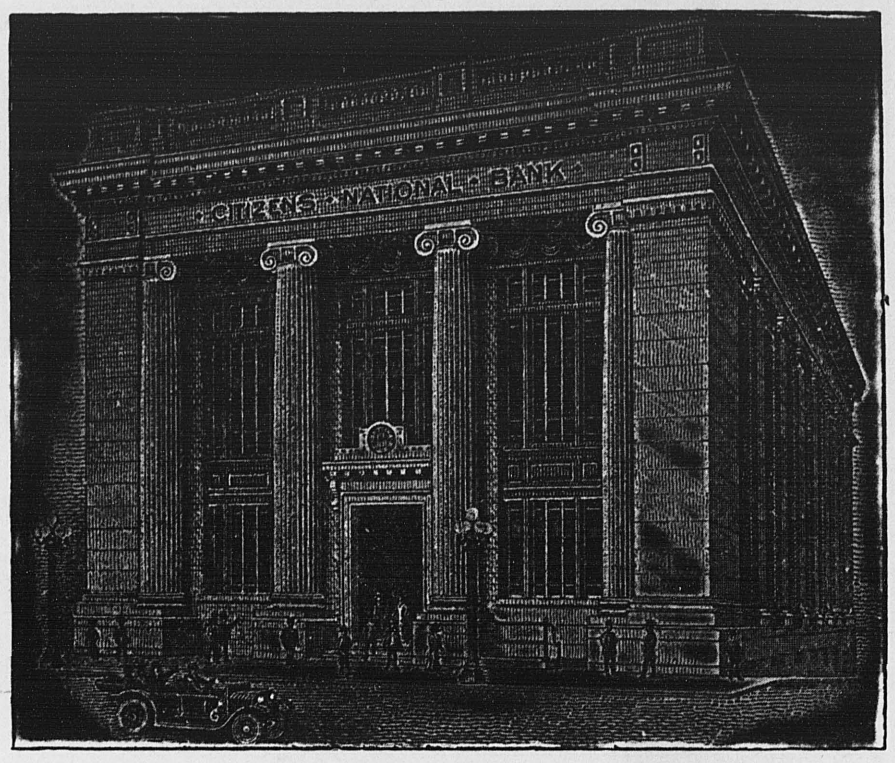
THE BANK OF REAL SERVICE

The small and large depositor who maintains either a checking or savings account will like this Bank, because our work for customers is characterized always by the spirit of friendly and intelligent co-operation.

PAUL E. GUTFLEISCH

Plumbing · Heating · Industrial Piping

358 North Queen St. Lancaster, Penna.



IN THIS STRONG BANK

You can transact all your Banking Business

The "Citizens National" maintains completely equipped Checking, Savings, Certificate of Deposits, Foreign Exchange, Safe Deposits, Trust and Investment Departments. All of them are at YOUR command.

THE CITIZENS NATIONAL BANK

WASHINGTON, PA.

Established January 1st, 1848 EVERETT L. KENT, President

THE KENT MANUFACTURING CO.

Manufacturers of

Woolen Goods and French Worsted Yarns

Clifton Heights, Pa.

Union Mills, Rockbourne Mills, Runnymede Mills, Burmont Mills

IMSCHWEILER'S

E. J. MILLER, Prop.

The Home of Quality CHOCOLATES and ICE CREAM

17 NORTH CENTER STREET

S. I. BAST, President O. O. BAST, Vice-Pres. HOMER J. BAST, Treas. W. M. BAST, Sec'y

J. F. BAST & SONS, Inc.

MANUFACTURERS OF

LADIES' and MISSES' KNIT UNDERWEAR

RAYON and COTTON

Established 1889
Incorporated 1911

SCHUYLKILL HAVEN, PA.

Branch Mill:
CRESSONA, PA.

THE QUEEN'S RUN REFRACTORIES CO., Inc.

ORGANIZED 1836

LOCK HAVEN :: PENNSYLVANIA

AUTOMOBILE OILS AND GREASES

100% PURE PENNSYLVANIA PETROLEUM

KENDALL REFINING CO.

BRADFORD :: :: PENNSYLVANIA

KENCO

We recommend ONE grade of KENCO Motor Oil, only, for all seasons of the year (Summer or Winter) on account of their wonderfully low Cold Test. ∴ ∴ ∴ ∴

STEACY-SCHMIDT MANUFACTURING COMPANY

MANUFACTURERS OF

Char Kilns and Driers, Keystone Lime Kilns, Grinding Machinery, Gray Iron Castings

Special Machinery from Engineers' Designs, Designers and Builders of Complete Lime and Hydrating Plants

YORK, PENNSYLVANIA

FOUNDED IN 1840 — PAID IN CAPITAL $2,000,000

Erie City Iron Works

Manufacturers of

Steam Engines and Boilers
Tanks, Steel Plate Construction

Horizontal and Vertical Water Tube Boilers

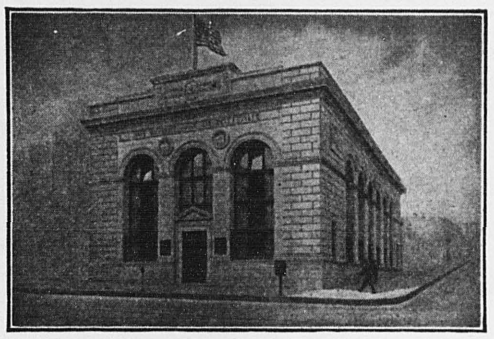
Pulverized Coal Apparatus — LENTZ ENGINES

ERIE : : PENNSYLVANIA

Safe Deposit Bank of Pottsville

Capital $200,000

Surplus and Profit $500,000



Pays Interest on Deposits

E. C. Luther, President
D. W. Kaercher, Vice Presiden
John Greiner, Jr. Treas. and Trust Officer
C. B. Tyson, Asst. Treas.

Allentown Portland Cement Co.

Main Office CATASAUQUA, PA.

General Sales Office PACKARD BUILDING PHILADELPHIA

Works EVANSVILLE, PA.

Erie County Milk Association

A Modern Plant Equipped for the Handling of

Milk, Cream, Cottage Cheese, Butter and Buttermilk

MANUFACTURERS OF

ECOMA
Quality Ice Cream

21st and State Streets — *ERIE, PA.*

BOTH PHONES

HAMMERMILL BOND

The most widely used paper for business letterheads, invoices, order blanks, office and factory forms. Ask your printer to use Hammermill Bond for your next order. He can supply it promptly.

HAMMERMILL PAPER COMPANY, Erie, Pennsylvania

A. M. Webb & CO., Inc., Selling Agents — New York Office, 341 Broadway

WALTER F. MECK

MANUFACTURER OF

Formetex Knit Underwear

SCHUYLKILL HAVEN, PA.

W. H. Gangewere & Company *Contractors and Builders*

All Kinds of Jobbing Promptly Attended to. Estimates Furnished

Office, Room 301, Allentown National Bank Bldg. — ALLENTOWN, PA.

THE PHOENIX GLASS COMPANY

MANUFACTURERS OF

Illuminating Glassware, Table Lamps and Glass Specialties

Offices at PITTSBURGH, NEW YORK, CHICAGO, BOSTON

CAPITAL, $2,000,000 — SURPLUS, $500,000

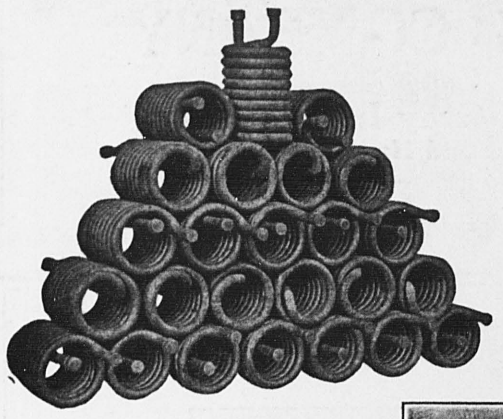
LYCOMING TRUST CO.

WILLIAMSPORT, PA.

OFFICERS

HARRY C. BUBB.....*Honorary President*
JAMES B. GRAHAM.....*President*
EDWARD LADLEY.....*Vice-President*
EDWARD L. TAYLOR.....*Vice-President*
EDWARD E. SHAY.....*Vice-President*
HAROLD A. BROWN.....*Treasurer*
WALTON B. GEIGER....*Secretary and Asst. Treasurer*
GARRETT C. MITCHELL.....*Asst. Treasurer*
CHARLES E. KRAPE.....*Asst. Treasurer*
WALTER L. HOUSEL.....*Asst. Treasurer*
W. E. PFEIFFER.....*Asst. Treasurer*
W. S. ERIEG.....*Asst. Treasurer*
CHARLES A. SCHREYER.....*Trust Officer and Asst. Secretary*

ALBRIGHT, SON & CO.



Coils and Pipe Bends

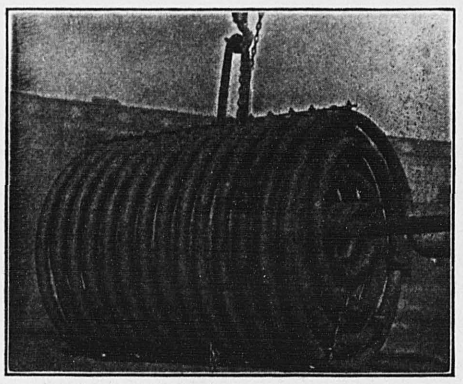
30 Church Street

New York City

ALLENTOWN, PA.

Columbia Bank Building

Pittsburgh, Pa.



TROJAN POWDER CO.

MANUFACTURERS

TROJAN EXPLOSIVES

ALLENTOWN, PA.

New York, New York
San Francisco, Cal. *Portland, Oregon*
Allentown, Penna. *Chicago, Illinois*

FIRST NATIONAL BANK OF MEDIA

has been the leading spirit in community interest and growth in the central part of Delaware County, and the loyal citizens of that section have come to look on its slogan of "The Bank of Safety and Service" as a vital truth to which they pin their faith and their deposits.

ATTENTION!!

Pennsylvania Soldiers Welcome at All Times

Lebanon County Trust Co.

LEBANON, PA.

(Next to the COURT HOUSE)

A "ROLL OF HONOR BANK"

COURTESY AND SERVICE OUR WATCHWORD

Capital ..... $300,000.00 Surplus 375,000.00

OFFICERS

Wm. C. Freeman ..... President
C. F. Strickler ..... 1st Vice President
George D. Krause ..... 2d Vice President
Wm. E. Zecher ..... Treasurer and Trust Officer
Fred I. Tarrach ..... Asst. Treasurer
M. D. Long ..... Asst. Trust Officer

ADAM BRINKER, Treas. and Mgr.

THE ARTIFICIAL ICE COMPANY

ICE—COAL—WOOD—LUMBER

Arbor Posts Fence Posts Lath Pickets
WOODS COALS

Kindling, Furnace, Fireplace and Open Grate Anthracite, Bituminous, Cannel

2ND AND NEW STREETS :: :: BETHLEHEM, PA.

COLDREN KNITTING MILLS

Manufacturers of

Tennis-Golf Knit Togs

Schuylkill Haven, Pa.

METRIC METAL WORKS

MAKERS OF

GAS METERS

For Natural and Artificial Gas

Special attention given to repairing meters of all kinds

FACTORY: ERIE, PA.

MUSSELMAN & SCHWARZ

Plumbing and Heating Contractors

134-136 NORTH CHRISTIAN STREET

LANCASTER, PA.

Phone 4122

THE DRESSER CO.

General Contractors

FIRST NATIONAL BANK BUILDING

WILLIAMSPORT, PA.

CITIZENS NATIONAL BANK

Chartered 1888

LATROBE, PENNSYLVANIA

CAPITAL, $50,000.00 SURPLUS AND PROFITS, $240,000.00

OFFICERS

Jos. E. Barnett, President Warner Utts, Vice-President
W. H. Flickinger, Cashier Jos. A. Cesare, Assistant Cashier

DIRECTORS

Jos. E. Barnett Warner Utts D. F. Sipe
M. W. Saxman Jas. T. Hughes I. B. Shallinberger
Geo. E. Anderson

Modern in Every Department

Its policy is to give prompt service of good quality. You are invited to open a Checking or Savings Account with this bank.

Radio Sets
Radio Supplies and Parts

Radio Station W G A L

Attractive Lighting Fixtures
Wiring Home, Office, Store or Factory
Electric Washers, Cleaners, Refrigerators,
Ranges and Supplies

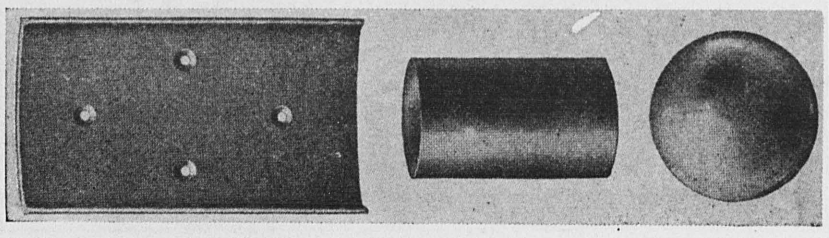
LANCASTER

Electric Supply and Construction Co.

(INCORPORATED 1902)

Electrical Engineers, Electrical Contractors

23 EAST ORANGE STREET LANCASTER, PA.



THE PENNEBACKER COMPANY

FOUNDERS AND MACHINISTS

GRINDING BALLS AND CYLINDRICAL GRINDING SLUGS

Tube and Ball Mill Liners, Chilled Castings All Descriptions
Forged Steel Grinding Balls Sizes ¾" Diameter and Larger
High Carbon Steel Cylindrical Grinding Slugs
Cast Chilled Grinding Balls and Cylindrical Grinding Slugs

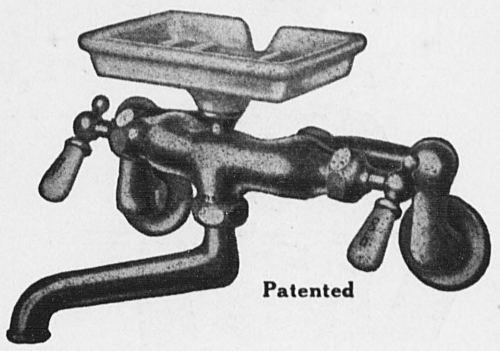
EMAUS, PENNSYLVANIA

ESTABLISHED 1869

Lead with the
"MOVA" Double Sink Faucet

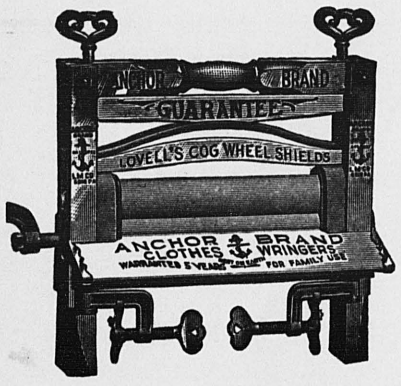
"Build a Home"

Complete
Line Brass Goods



Hays Manufacturing Co.

ERIE, PA., U. S. A.



ANCHOR BRAND Clothes Wringers

LOVELL MFG. CO.
ERIE, PA.

Largest Manufacturers of Clothes Wringers in the World

First Bank and Trust Company

WASHINGTON, PENNSYLVANIA

MEMBER OF FEDERAL RESERVE SYSTEM

Resources over $7,000,000.00

OFFICERS:

T. JEFF DUNCAN, President
R. S. WINTERS, Vice-President
JAMES P. BODEN, Vice-President
J. D. BIGGER, Vice-President
CHAS. A. BUMPUS, Vice-President
ROBT. R. HAYS, Sec'y & Treas.
W. O. SCHEU, Asst. Treasurer
W. DUNCAN PATTEN, Trust Offi.

The Keystone Aircraft Corporation

ESTABLISHED 1920

AND

The Loening Aeronautical Engineering Corporation

ESTABLISHED 1917

ANNOUNCE THE MERGER OF THE TWO COMPANIES

BOTH THE LOENING PLANT AT 31st STREET AND EAST RIVER, NEW YORK CITY AND THE KEYSTONE PLANT AT BRISTOL, PA., WILL CONTINUE TO OPERATE AS AT PRESENT, THUS PRESERVING TO THE MERGED COMPANY THE BENEFITS OF THE SKILL AND EXPERIENCE ACQUIRDED BY THE TWO ESTABLISHED ORGANIZATIONS.

IN ADDITION TO THE WELL KNOWN MILITARY TYPES, A COMPLETE LINE OF COMMERCIAL CABIN AMPHIBIANS AND TRI-MOTORED OVERLAND TRANSPORTS WILL BE PRODUCED BY THE CORPORATION.

EFFICIENCY OF SERVICE

Our Bank is equipped to serve you in every way it is possible for a Bank to serve. We have every safeguard to protect your money

Our Vaults Are Fireproof! **Our Safe is Burglar-proof!** **What More Can You Ask?**

FARMERS TRUST COMPANY of LANCASTER **FOUNDED 1810**

"IF IT'S DONE WITH HEAT, YOU CAN DO IT BETTER WITH GAS"

PENNSYLVANIA GAS & ELECTRIC COMPANY

Phone 2387

127 WEST MARKET STREET, YORK, PA.

THE THOMAS JACKSON & SON COMPANY

MANUFACTURERS OF **Rope, Cordage, Twine**

ESTABLISHED 1829

READING, PA.

HORSTMANN
UNIFORMS
AND
EQUIPMENTS

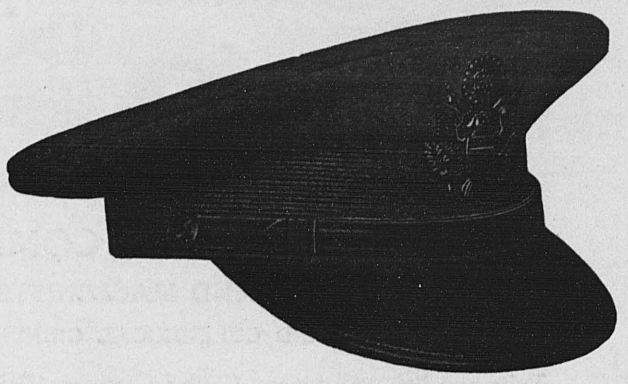
COMBINE

CORRECTNESS

QUALITY

INDIVIDUALITY

THE HORSTMANN UNIFORM CO.



THE HORSTMANN UNIFORM CO. PHILADELPHIA

PHILADELPHIA
6th and Cherry Streets

ESTABLISHED 1896

THE OLD RELIABLE

First National Bank of Grove City, Penna.

Legally Authorized to Act as:
Trustee, Executor, Administrator, Registrar of Stocks and Bonds, Guardian of Estates, Assignee and Receiver

Member Federal Reserve Bank

Capital, Surplus and Undivided Profits	$350,000.00
Resources over	$2,700,000.00

OFFICERS
A. M. ALLEN, President
O. L. GILMORE, Vice-President
W. J. WILSON, Vice-President
F. W. DAUGHERTY, Cashier
R. B. DONALDSON, Asst. Cashier
P. C. HASSLER, Asst. Cashier

When making your will, name the
FIRST NATIONAL BANK
as your
EXECUTOR and TRUSTEE

HOCH CONTRACTING COMPANY
Grading :: Masonry :: Concrete Work
ALLENTOWN, PA.

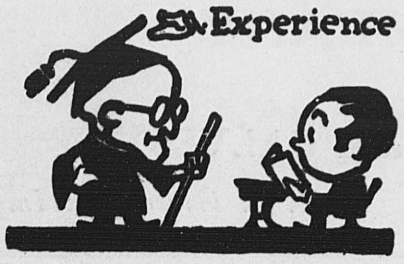
G. H. Bear Furniture Co.
LIBRARY—LIVING-ROOM—HALL and RADIO
TABLES
IN MODERN AND PERIOD DESIGNS

Allentown, Pa.

Jacob Ulmer Packing Co.
PORK PACKERS
All Fresh, Cured and Smoked Meat Products
POTTSVILLE, PA.

W. F. MOSSER & SON
Iron Founders and Machinists
Office and Works
Cor. SECOND and UNION STS.
ALLENTOWN, PA.

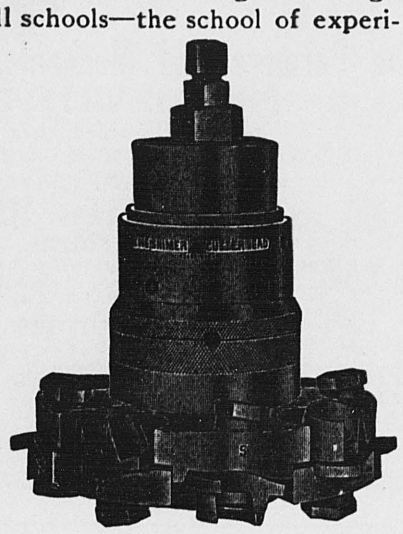
TIDLOW BROTHERS
ENGINEERS AND CONTRACTORS
CONSTRUCTORS OF PUBLIC BUILDINGS AND ARMORIES
LOCK HAVEN, PA.



The Best Teacher

SHIMER CUTTER HEADS have gone through that greatest of all schools—the school of experience. They are practical. First honors have been won on actual performance, not mere theory.

There is a type for every wood cutting task. Shimer Cutter Heads save labor, conserve material and speed output on Wainscoting, Siding, Ceiling, Flooring, Double Ceiling and Ship Lap.



Samuel J. Shimer & Sons, Inc.
Milton, Penna., U. S. A.

Lehigh and Penna. Telephones — ESTABLISHED 1881

LLOYD R. SPANGLER

Successor to CHARLES SPANGLER

Machinist and Founder

Iron and Brass Castings Daily — General Castings — Crank Shaft and Cylinder Grinding

S. W. Corner Third and Walnut Streets - - ALLENTOWN, PA.

EAGLE GRANITE WORKS

READING, PA.

Manufacturers of

Monuments, Sarcophagi and All Kinds of Cemetery Memorials

PNEUMATIC TOOLS — POLISHING MILLS

P. F. Eisenbrown Sons & Co. — SIXTH and ELM STREETS, Local and Long Distance Telephones

---

Courteous, Helpful, Accommodating Service

FIRST NATIONAL BANK, of Bellefonte, Pa.

"IT IS THE BANK FOR YOU"

OFFICERS

CHAS. M. McCURDY, President — W. FRED REYNOLDS, Vice-Pres.
JAS. K. BARNHART, Cashier — C. E. ROBB, Assistant Cashier

CAPITAL $125,000 — SURPLUS $225,000

THE BRADFORD NATIONAL BANK

BRADFORD, PA.

ORGANIZED 1879

Capital and Surplus - - - - $1,000,000.00

OFFICERS

Thos. H. Kennedy, *Chairman of the Board*
H. J. Haggerty, *President*
M. J. Lowe, *Vice-President*
H. W. Loveland, *Vice-President and Cashier*
J. A. Riley, *Assistant Cashier*
A. J. Haggerty, *Assistant Cashier*

DIRECTORS

THOS. H. KENNEDY — FRED A. MILLER
JOHN LEY — H. J. HAGGERTY
S. P. KENNEDY — H. E. SCHONBLOM

GROGAN COMPANY

Jewelers and Silversmiths

A COMPREHENSIVE COLLECTION OF WHAT IS BEST IN OUR LINE

Wood Street and 6th Avenue, Pittsburgh

BELL TELEPHONE 57 — ESTABLISHED 1888

B. D. NORTHRUP

General Machine and Foundry Work

WASHINGTON, PA.

MANUFACTURER OF

OIL WELL AND PIPE LINE SPECIALTIES, FITTINGS FOR STORAGE TANKS, TANK CARS AND STILLS

THOUSANDS OF REPEAT ORDERS PROVE THAT WE MAKE GLASS MOULD CASTINGS OF A HIGH QUALITY

Copper Knobbling Furnace Tuyeres

PATTERN MAKING GIVEN SPECIAL ATTENTION

ED. M. MILLER & SON

Leaders in the very Finest

WHOLESALE AND RETAIL **GROCERIES** MEATS, FRUITS AND FISH

R. RAY MILLER, Proprietor — Market Square, LEBANON, PA.

R. LORENTZ MILLER, *Pres.* — ROBERT J. S. BUTZ, *Cashier*
J. A. BRUNNER, *Vice-Pres.*

The Emaus National Bank

EMAUS, PA.

CAPITAL $125,000.00
SURPLUS PROFITS OVER 260,000.00
RESOURCES OVER 2,500,000.00

C. Y. SCHELLY & BRO.

Hardware and Cutlery

GLASS and PAINTS

Electrical Household Supplies — Automobile Accessories

32-34-36 NORTH 7th STREET, ALLENTOWN, PA.

THE CARTER ELECTRIC COMPANY

Electrical Contractors

PITTSBURGH, PA.

Oliver Building, Sixth Ave. and Smithfield Street

CORRESPONDENCE SOLICITED

Member National Electrical Contractors' Association

PENN SECURITIES COMPANY

Specializing in financing retail sales of automobiles and trucks on monthly payment basis. at lower rates and with adequate insurance protection. Also a commodates dealers to stcck cars on the wholesale floor plan.

801-803 HAMILTON ST. *CORRESPONDENCE SOLICITED* **ALLENTOWN, PA.**

ARBOGAST & BASTIAN COMPANY

ALLENTOWN, PA.

Wholesale Slaughterers of CATTLE, HOGS, SHEEP and CALVES

Meat Packers and Provision Dealers — *U. S. Government Inspection*

BANK WITH THE OLD RELIABLE

Second National Bank

CONNELLSVILLE, PA.

THE OLDEST BANK IN CONNELLSVILLE

United States Depository

Member of the Federal Reserve System

The Farmers and Mechanics National Bank

PHOENIXVILLE, PENNA.

Founded 1872

A NATIONAL BANK WITH A SAVINGS DEPARTMENT

ACCOUNTS INVITED

STRENGTH - SERVICE

OFFICERS

J. CLARENCE PARSONS, President — ELWOOD DETWILER, Vice-President
CHAS. W. BOTHWELL, Cashier — CLARE B. KING, Assistant Cashier
SARA R. GOTWALS, Assistant Cashier

DIRECTORS

Chas J. Baker, Enos Buckwalter, Elwood Detwiler, Horace Fetters, Hamilton H. Gilkyson, Jr., Jos. H. Johnson, Dr. C. M. Vanderslice, Chas. W. Bothwell, John C. Dettra, J. Clarence Parsons, Clyde MacCormack, S. L. Shanaman, H. C. Dewees, Frank B. Weiland

"The Bank for Everybody"

LANDIS TOOL COMPANY

Manufacturers of

CYLINDRICAL GRINDING MACHINES

Waynesboro, Pennsylvania

GOLD MEDAL MILK

SUPPLEE ICE CREAM

notice the flavor

THE COMMERCIAL NATIONAL BANK

BRADFORD, PA.

Appreciates the business of every depositor, whether the account be large or small, and endeavors to give each the best possible banking service.

LADIES' DEPARTMENT

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